

**Elected Officials  
Guide to  
The Colorado  
Department of  
Transportation**



**2013**



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*Throughout this guide we are pleased to provide you with pictures of CDOT equipment and vehicles.*

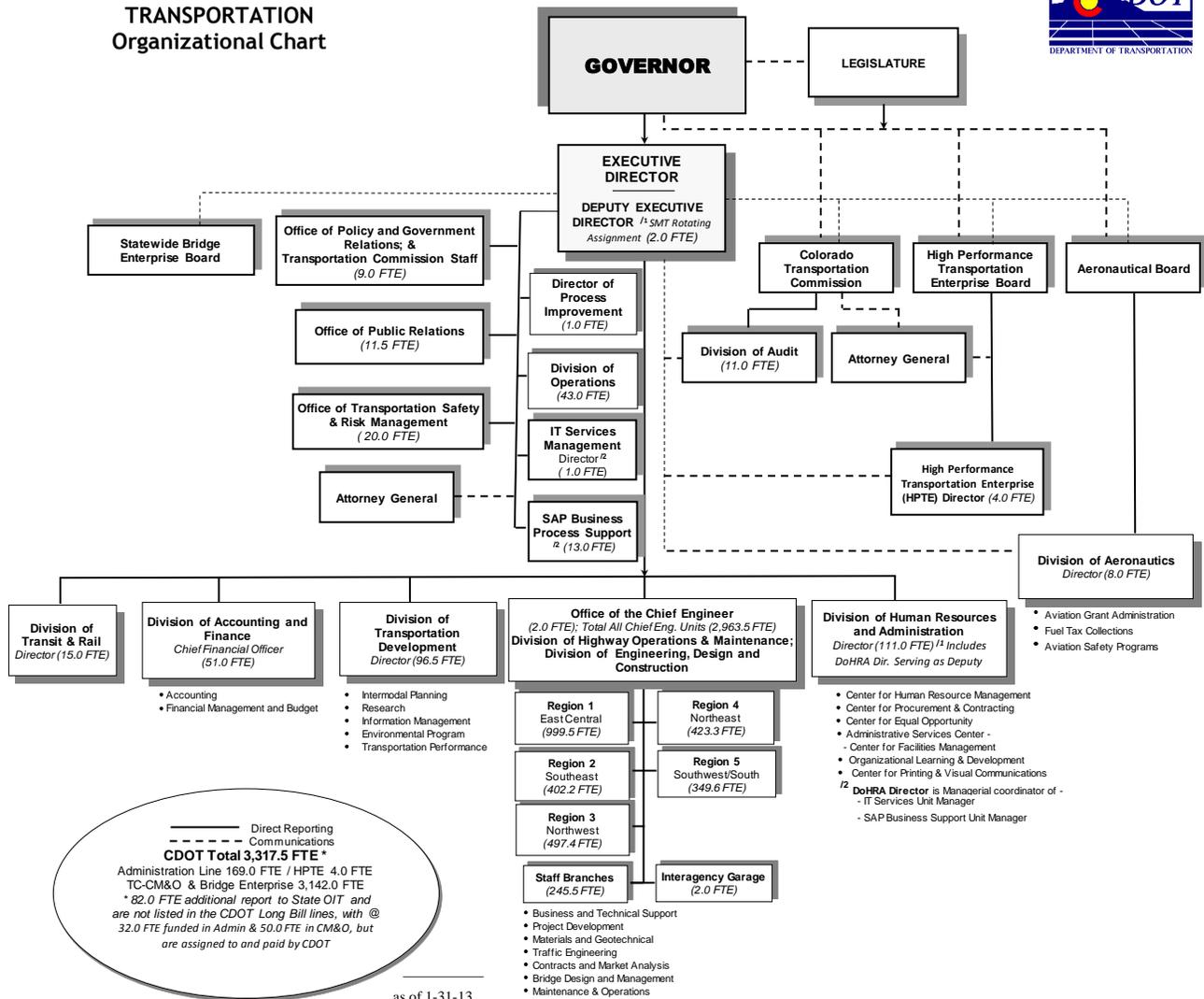
*From this restored vintage plow to the modern equipment we use to keep Colorado Roadways safe and passable, CDOT employees take pride in their equipment and their work.*



# Colorado Department of Transportation

## Organizational Chart

COLORADO DEPARTMENT OF TRANSPORTATION  
Organizational Chart



## Chapter 1: Commissions, Boards, Management and Outreach

There are a number of governing/advisory boards and commissions that counsel, guide and have oversight over the Colorado Department of Transportation (CDOT).

- **Colorado Transportation Commission.**
- **Bridge Enterprise.**
- **High Performance Transportation Enterprise.**
- **Standing Committee on Efficiency and Accountability.**
- **Colorado Aeronautical Board and Division of Aeronautics.**
- **Transit and Rail Advisory Committee and Division of Transit and Rail.**
- **Offices of the Executive Director.**
- **What's New at CDOT.**

### In This Chapter

- ***1909 - The Colorado General Assembly forms a three-member Highway Commission to approve work and allocate funds.***
- ***1917 - The State Highway Fund was created and the State Highway Department was formed.***
- ***1968 - Legislation reorganized highway matters and created the Colorado Division of Highways (CDOH).***
- ***1991 – Scope of responsibilities expanded as CDOH became Colorado Department of Transportation (CDOT).***

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## Colorado Transportation Commission

Colorado's transportation system is managed by CDOT under the direction of the Transportation Commission. The Commission is a non-partisan, statutorily authorized body comprised of 11 citizen members who represent specific districts (see map on page 6). Each Commissioner is appointed by the Governor and confirmed by the State Senate to serve a four year term. In order to provide continuity on the Commission, the expiration dates of Commissioners' terms are staggered every two years.

The Commission is CDOT's policy-making body, responsible for setting short-term and long-term priorities, policies and programs. The Commission also has a fiduciary role to approve the Department's budget and allocate funds. Funds are allocated by the investment categories of system quality, safety, program delivery, and mobility (see page 32).

***The Commission meets the third Wednesday and Thursday of each month, usually at CDOT's headquarters in Denver.***

***Meetings are open to the public, and time is allotted on the agenda for public comments.***

# Colorado Transportation Commission Districts



**DISTRICT 1**

**Trey Rogers**  
Denver County

**DISTRICT 2**

**Ed Peterson**  
Jefferson and Broomfield  
(*portion*) Counties

**DISTRICT 3**

**Gary Reiff, Chair**  
Arapahoe and Douglas Counties

**DISTRICT 4**

**Heather Barry**  
Boulder, Adams and  
Broomfield (*portion*) Counties

**DISTRICT 5**

**Kathy Gilliland**  
Larimer, Morgan, Weld and  
Broomfield (*portion*) Counties

**DISTRICT 6**

**Kathy Connell**  
Clear Creek, Gilpin, Grand,  
Jackson, Moffat, Routt, and Rio  
Blanco Counties

**DISTRICT 7**

**Doug Aden, Vice Chair**  
Chaffee, Delta, Eagle, Garfield,  
Gunnison, Lake, Mesa,  
Montrose, Ouray, Pitkin, and  
Summit Counties

**DISTRICT 8**

**Steve Parker**  
Alamosa, Archuleta, Conejos,  
Costilla, Dolores, Hinsdale, La  
Plata, Mineral, Montezuma, Rio  
Grande, Saguache, San Miguel,  
and San Juan Counties

**DISTRICT 9**

**Les Gruen**  
El Paso, Fremont, Park, and  
Teller Counties

**DISTRICT 10**

**Gilbert Ortiz Sr.**  
Baca, Bent, Crowley, Custer,  
Huerfano, Kiowa, Las Animas,  
Otero, Prowers, and Pueblo  
Counties

**DISTRICT 11**

**Steve Hofmeister**  
Cheyenne, Elbert, Kit Carson,  
Lincoln, Logan, Phillips,  
Sedgwick, Washington, and  
Yuma Counties

**SECRETARY**

**Herman Stockinger**

**Colorado Transportation Commission**

4201 East Arkansas Avenue Room 270

Denver, CO 80222

Phone: (303) 757-9025

[Toni.Bircher@state.co.us](mailto:Toni.Bircher@state.co.us)

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## Bridge Enterprise

In 2009, the state General Assembly enacted Senate Bill 09-108 (*FASTER*) establishing the Bridge Enterprise Board. This Board is comprised of the eleven members of the Colorado Transportation Commission, appointed by the Governor and approved by the Colorado Senate.

Bridges that come within the purview of the Enterprise are structures identified by CDOT as “structurally deficient” or “functionally obsolete” and are rated as “poor.” Bridge projects can include the repair, replacement, or ongoing operation or maintenance, or any combination thereof, of a designated bridge by the Bridge Enterprise. The Bridge Enterprise Board may enter into agreements with the Transportation Commission or CDOT to finance, repair, reconstruct and replace designated bridges in the state.

For more information on the Bridge Enterprise visit:  
<http://www.coloradodot.info/programs/BridgeEnterprise>

***A poor bridge does not equate to an unsafe bridge, but it does mean that reactive and often expensive maintenance is necessary to keep the bridge safe.***



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# High Performance Transportation Enterprise

The High Performance Transportation Enterprise (HPTE) Board was established as part of Senate Bill 09-108 (*FASTER*). The HPTE has a business purpose to pursue public-private-partnerships and other innovative and efficient means of completing surface transportation infrastructure projects.

The HPTE Board consists of seven members. Four members are appointed by the Governor, each of whom have professional expertise in transportation planning or development, local government, design-build contracting, public or private finance, engineering, environmental issues, or any other area that the Governor believes will benefit the Board. In addition to this expertise, four members are required by state law to represent the state's major metropolitan planning regions, including the Denver Regional Council of Governments (DRCOG), the Pikes Peak Area Council of Governments (PPACG), the North Front Range Metropolitan Planning Organization (NFRMPO), and one from I-70 Mountain Corridor. Additionally, the Transportation Commission appoints three members.

Revenues of the HPTE are derived from user fees and the issuance of revenue bonds. The HPTE has the ability to borrow funds from the Transportation Commission. Revenues collected by the Enterprise may be expended only for the project for which they were collected or for a project that is integrated with that project.

The ability to toll existing highway/road capacity is another tool of the HPTE. The HPTE must receive local approval from every local government in which all or any portion of the highway segment or highway lanes are contained or that will be substantially impacted.

For more information on the HPTE call 303-757-9249, or visit their website at: <http://www.coloradodot.info/programs/high-performance-transportation-enterprise-hpte>



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## High Performance Transportation Enterprise Members

**Trey Rogers** – Chair: Transportation Commissioner

**Tim Gagen** – Vice Chair: I-70 Corridor Appointee

**Doug Aden:** Transportation Commissioner

**Dan Cleveland:** Pikes Peak Area Appointee

**Kathy Gilliland:** Transportation Commissioner

**Don Marostica:** North Front Range Area

**Charlotte Robinson:** Denver Metro Area Appointee

**Michael Cheroutes:** Director

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## Standing Committee on Efficiency and Accountability

SB 09-108 (*FASTER*) called for the Transportation Commission to create a Standing Committee on Efficiency and Accountability. The committee is charged with “seeking ways to maximize the efficiency of the Department to allow investment in the transportation system over the short, medium, and long term.” CRS 43-1-106(17) (a)

The committee is made up of 15 members. The membership of the committee, as directed by statute, includes members representing: the Transportation Commission, state government, industry, environmental concerns, planning organizations, and public transportation providers.

On an annual basis the CDOT Executive Director will report to both the House and Senate Transportation Committees regarding the committee’s activities and recommendations including any actions taken by the Commission or the Department based on their recommendations.



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## **Standing Committee on Efficiency and Accountability Members**

**Maribeth Lewis-Baker, Committee Chair; Free Ride Transit System, Breckenridge**

**Louie Barela, CDOT Division of Accounting**

**Dave Childs, CDOT Division of Highway Maintenance & Operations**

**Dan Gibbs, County Commissioner, Summit County**

**Barbara Gold, CDOT Director of Audit Division**

**TK Gwin, CDOT Division of Aeronautics**

**Solomon Haile, CDOT Engineering**

**Steve Hofmeister, Transportation Commissioner**

**Daniel Owens, Operating Engineers Union**

**Michael Penny, County Commissioner, Summit County**

**Debra Perkins-Smith, CDOT Director of Division of Transportation Development**

**Jody Randall, Business Development Manager, American Civil Constructors**

**Bob Sakaguchi, Jacobs Engineering**

**Gary Vansuch, CDOT Director of Process Improvement**

**Bill Weidenaar, Senior Equipment Engineer, Regional Transportation District (RTD)**

**Beverly Wyatt, CDOT Division of Human Resources and Administration**

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## Colorado Aeronautical Board & Division of Aeronautics



The seven-member Colorado Aeronautical Board was created by state statute in 1988 and is responsible for aviation development in Colorado. Members of the Board represent specific aviation interests across the state. Each member is appointed by the Governor to serve three-year terms and to represent both government and aviation-interest constituencies.

The Colorado Division of Aeronautics supports the Colorado Aeronautical Board as technical advisors on issues of aviation safety. They also maintain the state aviation system plan, prioritize the State Infrastructure Bank (SIB) Grant Program, and manage the Federal Aviation Administration grant and funding programs.

The Division of Aeronautics receives no General Fund revenues to support its aviation activities. Financial support is provided through the State Aviation Fund, which is comprised of funds generated from an excise tax on general and non-commercial jet fuel and a six cents per gallon tax on aviation gasoline (AvGas) for light single-engine and twin-engine aircraft. All but two cents of this revenue is returned to the airport of origin earmarked for airport development. The remaining two cents is placed into the State Aviation Fund to be disbursed as “grants-in-aid” to the aviation community and as administrative expenses for the Division of Aeronautics. The grants are awarded to help fund a variety of projects such as runway repair, emergency equipment upgrades, airport terminal rehabilitation and runway lighting.

Please contact Dave Gordon, Colorado Division of Aeronautics Director, with any additional questions at (303) 261-4418 or [David.Gordon@state.co.us](mailto:David.Gordon@state.co.us).

***The Colorado Division of Aeronautics  
promotes public and private partnerships to  
enhance aviation safety, aviation education,  
and efficient administration of the State  
Aviation Fund.***

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# Colorado Aeronautical Board Members

## EASTERN SLOPE GOVERNMENTS

**Jeffrey Forrest**  
Littleton, CO

**William Thompson**  
Colorado Springs, CO

## WESTERN SLOPE GOVERNMENTS

**Dale Hancock**  
Glenwood Springs, CO

**John Reams**  
Naturita, CO

## AVIATION INTERESTS-AT-LARGE

**Debra Wilcox**  
Centennial, CO

## PILOT ORGANIZATION REPRESENTATIVE

**Joseph Thibodeau**  
Denver, CO

## AIRPORT MANAGEMENT REPRESENTATIVE

**Kenneth Maenpa**  
Thornton, CO

## **Transit and Rail Advisory Committee and the Division of Transit and Rail**

In 2009, SB 09-094 created the Division of Transit and Rail within CDOT to plan, develop, finance, operate, and integrate transit and rail services. The Division works in coordination with other transit and rail providers to plan, promote and implement investments in transit and rail services statewide.

In addition to federal transit grants, the division receives \$15 million annually from FASTER. Five million to be used for local transit projects and \$10 million for statewide transit and bike and pedestrian projects. The Division will also develop a statewide transit and passenger rail plan to be integrated into the next statewide transportation plan.

Initial program focus areas also include:

- Maintaining and expediting the management of federal transit grants for rural and specialized transit operations
- Creating a process to distribute FASTER transit funding
- Identify gaps in transit services and missing connections
- Conduct feasibility studies of potential new services
- Pursuing the feasibility and environmental studies for high speed rail on strategic corridors

SB 09-094 also called for the creation of a Transit and Rail Advisory Committee to make recommendations to the Division Director and the Transportation Commission regarding the Division's focus. Committee members are listed on the following page. The Committee will:

- Advise on transit and rail policy issues
- Assist in development of Division vision, goals, program emphasis and early action items
- Make recommendations on the use of transit and rail funds
- Work with the Statewide Transportation Advisory Committee (STAC) on planning related issues
- Serve as sounding board for and provide advice on stakeholder issues

For more information on the Division of Transit and Rail contact Mark Imhoff, Director, at (303) 757-9007 or [Mark.Imhoff@state.co.us](mailto:Mark.Imhoff@state.co.us).

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## Transit and Rail Advisory Committee Members

<b>Ann Rajewski, Chair</b>	Executive Director, Colorado Assn. of Transit Agencies
<b>Tom Allen</b>	Transit Director, South Central Council of Governments, Trinidad
<b>Gary Beedy</b>	County Commissioner, Lincoln County
<b>Terri A. Binder</b>	Citizen
<b>Craig Blewitt</b>	Mountain Metropolitan Transit, Colorado Springs
<b>Richard M. Hartman</b>	Director of Public Affairs, Union Pacific Railroad
<b>Todd Hollenbeck</b>	Grand Valley Metropolitan Planning Organization, Grand Junction
<b>Dave Johnson</b>	Roaring Fork Transit Authority, Glenwood Springs/Aspen
<b>Danny Katz</b>	Colorado Public Interest Research Group
<b>Mike Ogborn</b>	OmniTrax
<b>Kurt Ravenschlg</b>	Transfort
<b>Pete Richershauser</b>	Burlington Northern Railroad
<b>Jacob Riger</b>	Denver Regional Council of Governments
<b>Vince Rolgalski</b>	Statewide Transportation Advisory Committee
<b>Tim Mauk</b>	I-70 Coalition
<b>William Van Meter</b>	Acting Asst. General Manager, RTD Planning, FasTracks Team
<b>James Souby</b>	Colorado Rail Passenger Association
<b>Michael E. Timlin</b>	Greyhound
<b>Bill VanMeter</b>	Regional Transportation District, Denver
<b>Scott Weeks</b>	Denver Regional Council of Governments/Western High Speed Rail Alliance
<b>Larry Worth</b>	Rural Transit

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## Executive Director

Don Hunt was appointed by Governor John Hickenlooper to serve as the executive director for the Colorado Department of Transportation (CDOT) in January, 2011. In this position, Hunt is charged with leading the Department in planning for and addressing Colorado's transportation needs. Hunt oversees about 3,000 employees statewide and an annual budget of approximately \$1 billion to help CDOT continue its mission of providing the best multi-modal transportation system for Colorado that safely and most effectively moves people, goods and information.

Hunt graduated from the University of Minnesota with Bachelor's degrees—in both Environmental Science and Landscape Architecture. Don's first job out of college was with the Minnesota Highway Department working on corridor studies. He received a Master of City and Regional Planning from Harvard University.

Prior to his appointment with CDOT, Hunt spent the past eleven years as the president of the Antero Company, a project development and management firm. During this time, he was also appointed by then-Mayor Hickenlooper to manage the Better Denver Bond Program, a \$550 million infrastructure program.

Hunt worked twenty-five years with BRW, Inc., a national transportation and urban development consulting firm, where he was the principal for transportation and urban projects serving as President and CEO. While there, he served on the White House Comprehensive Design Plan and Memorial Core Transportation Study in Washington, D.C., and as the chair of the Joint Venture Board for the design of the Salt Lake City light rail system. In Colorado, he was also involved in redevelopment of the Stapleton International Airport site as well as other public works and infrastructure projects in Denver, Colorado Springs and Arapahoe County.

Hunt previously served on the Board of Directors of the Denver Union Station Project Authority, which is overseeing a \$484 million transit redevelopment. He has also served on various organizations including the Downtown Denver Partnership, Children's Museum of Denver, Denver Metro Chamber of Commerce, Stapleton Foundation and Crowfoot Valley Metropolitan District.

Don and his wife Diane reside in Denver and Summit County. Don and Diane are outdoor enthusiasts, and enjoy hiking, skiing, and golf.



*Don Hunt*

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## Office of Policy & Government Relations

All elected official liaison activities are coordinated through CDOT's Office of Policy & Government Relations. This office is responsible for outreach efforts to elected officials at the federal, state, and local government levels on behalf of the Transportation Commission and CDOT.

Specifically, the office provides strategic and analytical support to the Executive Director, Senior Management Team, and Transportation Commission in both transportation policy development and government relations. The office also serves as a resource to elected officials and other CDOT external partners to assist in explaining and understanding complex transportation financing, planning, and engineering practices.

In addition, the office is responsible for maintaining and updating CDOT's statutorily authorized official rules, internal policy directives, as adopted by the Transportation Commission, and procedural directives, as adopted by the Executive Director.

For information regarding the office, please contact Herman Stockinger, Director of the Office of Policy & Government Relations, at 303-757-9077 or [Herman.Stockinger@state.co.us](mailto:Herman.Stockinger@state.co.us).

### State and Federal Liaison

CDOT's State and Federal Liaison provides support to both internal CDOT staff and external stakeholders at the state and federal levels.

Specific to state government matters, the State and Federal Liaison is responsible for outreach efforts with members of the Colorado General Assembly. The State and Federal Liaison serves as the department's liaison to state representatives, state senators, legislative staff, and Governor's Office. Primarily, the State and Federal Liaison develops and advances CDOT's annual legislative agenda, and serves as the Department's representative in the Colorado State Capitol during each legislative session. The legislative agenda is developed and vetted by the State and Federal Liaison, with the input and approval of CDOT's Executive Director, Senior Executive Management Team, and Governor's Office.

The State and Federal Liaison advises the Executive Director, Senior Management Team and Transportation Commission on pending issues before the state legislature and provides strategic and analytical support to identify potential impacts of legislation to the Department.

Specific to federal matters, the State and Federal Liaison is responsible for CDOT outreach efforts with Colorado's congressional delegation and their staff as well as representatives of federal government agencies and departments, including the U.S. Department of Transportation, Federal Highways Administration, and Federal Transit Administration. Since federal transportation authorization and appropriation bills delineate how much funding is received by each state, and how those funds must be allocated, the State and Federal Liaison works with our elected representatives and senators in Congress to ensure Colorado's transportation programs are considered in the most optimum light. In order to advise the Executive Director, Senior

Management Team and Transportation Commission on the federal process, the State and Federal Liaison has a strong understanding of the federal authorization and appropriate processes.

For specific questions, please contact Kurtis Morrison, the State and Federal Liaison, at (303) 757-9703 or [Kurtis.Morrison@state.co.us](mailto:Kurtis.Morrison@state.co.us)

## **Local Government Liaison**

The function of CDOT's Local Government Liaisons are to enhance and improve the Transportation Commission and the Department's relationship with local governments. Local governments are one of CDOT's most active and vocal constituencies because the transportation planning process is a locally driven, grass-roots effort. The impacts of transportation issues and projects are often felt the greatest at the local level. The Local Government Liaisons provide strategic and analytical policy support to the Executive Director, Senior Management Team and Transportation Commission on transportation issues of concern to local governments. The position also helps to communicate to local governments the issues being considered by the Transportation Commission and how those issues may impact individual local communities.

For specific questions, please contact:

Angie Drumm, Local Government Liaison at (303) 757-9105 or [Angie.Drumm@state.co.us](mailto:Angie.Drumm@state.co.us)

Rebecca White, Local Government Liaison at (303) 757-9441 or [Rebecca.White@state.co.us](mailto:Rebecca.White@state.co.us)

Aaron Greco, Local Government Liaison at (303)757-9755 or [Aaron.Greco@state.co.us](mailto:Aaron.Greco@state.co.us)

***If an elected official keeps only one CDOT  
number in his/her contact list,  
it should be  
the number of the  
Office of Policy & Government Relations  
(303)757-9772.***

***The office staff will research your questions,  
visit with your constituents,  
or help explain  
the various transportation processes in  
layperson's terms.***

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## Office of Public Relations

All media communications are coordinated through CDOT's Office of Public Relations which serves as the link between CDOT and the news media statewide. The office is responsible for news releases, construction and maintenance advisories and publications, advertising development and placement and both internal and external communications, especially during emergencies or crises. Over 300 media contacts are fielded and responded to every week, including news releases and advisories, reporter inquiries and guest editorials.

In addition to working with members of the media, the office provides internal support to the Transportation Commission by writing news releases concerning policy decisions and Commission activities, along with formulating responses to media inquiries on behalf of each transportation Commissioner.

The office also is charged with running statewide safety information campaigns to educate drivers and promote safety. "Click It or Ticket" is just one example of many that is used to promote the use of safety belts.

In order to help the public resolve disputes with CDOT and respond to complaints and compliments, the Office of Public Relations also works closely with the Governor's Advocacy Corps to help citizens resolve issues.

Please direct all media calls to the CDOT Public Relations Office, at (303) 757-9362.

***The Office of Public Relations  
is the link between CDOT  
and the news media.***



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## What's New at CDOT

Several important changes have occurred recently since our last printing that will affect the structure of the Department of Transportation.

### Engineering Region Boundaries

In an effort to enhance customer service CDOT will reduce the number of engineering regions from 6 to 5 effective July 1, 2013. The new regions are based primarily on county boundaries. These changes will:

- Better align the regions with county boundaries allowing the counties to coordinate with only one region, rather than two or sometimes even three
- Better align the regions with Transportation Planning Regions (TPRs) where appropriate
- Create “one stop shopping” for many more local governments and transportation stakeholders as well as some internal CDOT offices
- Simplify highway responsibilities in the Denver metro area and better align engineering and maintenance boundaries in other areas
- Provide for increased diversity in assignments for CDOT staff

After consideration and a period of public input beginning in the fall of 2012, CDOT announced the shift in region boundaries at the first of 2013. CDOT has developed a transition plan so any changes to our external and internal stakeholders are as seamless as possible.

For more details see page 59.

### Operations Division

Under the direction of Executive Director Don Hunt CDOT has established a Corridor Operations Division. This new division will provide real time management of congested corridors, enhancing mobility through several methods including: I.) managed lanes, II.) active traffic and incident management, III.) traveler information, and IV.) travel demand management.

Initial set up of the division will include the reorganization of the Intelligent Transportation Systems (ITS) branch. Other reorganization scenarios are being explored as the new Operations Division Director examines the current organizational structure and operational strategies.

For more detail see Chapter 6, Operations Division.

## Office of Major Project Development

The Office of Major Project Development (OMPD) was created in early 2013 and will assist CDOT and the High Performance Transportation Enterprise (HPTE) to more effectively and efficiently develop major projects through the promotion of consistency in the advancement, management and oversight of major projects. In April 2013, Ben Stein was selected as Manager and will work to set up the office through mid to late 2013.

Major projects are those which include one or more of the following criteria:

- Projects with greater than roughly \$200M in construction cost
- Projects involving public-private partnerships or other innovative financing requiring the statutory powers of the HPTE
- Projects involving toll operations, technologies and equipment
- Projects with non-traditional or innovative contracting methods requiring or benefiting from the centralized management or expertise of the OMPD, to be determined by the Chief Engineer

The Office's primary responsibilities include:

- Assessing the feasibility and development of financial plans for major projects in conjunction with HPTE
- Supporting policy formulation and coordination of duties relative to major projects
- Managing the project development process for identified potential major projects
- Providing technical assistance to other CDOT and HPTE staff
- Developing Best Management Practices for Department-wide consistency in the development and management of major projects

***Policies and programs developed by  
the new Operations Division will  
provide a more holistic approach to  
operations for the department***

### Overview

The Colorado Department of Transportation (CDOT) budget is chiefly funded through state and federal gas taxes, vehicle registration fees and surcharges, license fees, traffic infraction fines and penalties, and other fees. At times, additional revenue is also provided to CDOT through General Fund transfers or federal stimulus appropriations.

- **Overview**
- **Budget Development**
- **Revenue**
  - State
  - Federal

### In This Chapter

- **Expenditures**
  - Resource Allocation
- **Responsible Acceleration of Maintenance and Partnerships (RAMP) Program**
- **Innovative Funding Options**
- **Previous Funding Sources**

## Budget Development

The CDOT Division of Accounting and Finance is responsible for working with the CDOT Senior Management Team and Executive Director to develop a draft annual budget. This draft is provided for the Transportation Commission's approval and submission to the Governor's Office for review and approval. The CDOT budget includes both appropriated items from the General Assembly and non-appropriated items.

State law requires that the majority of CDOT's budget be allocated by the eleven member Transportation Commission, appointed by the Governor and approved by the Colorado Senate. The state General Assembly has authority over approximately 3% of CDOT's budget, including the CDOT Administration line-item.



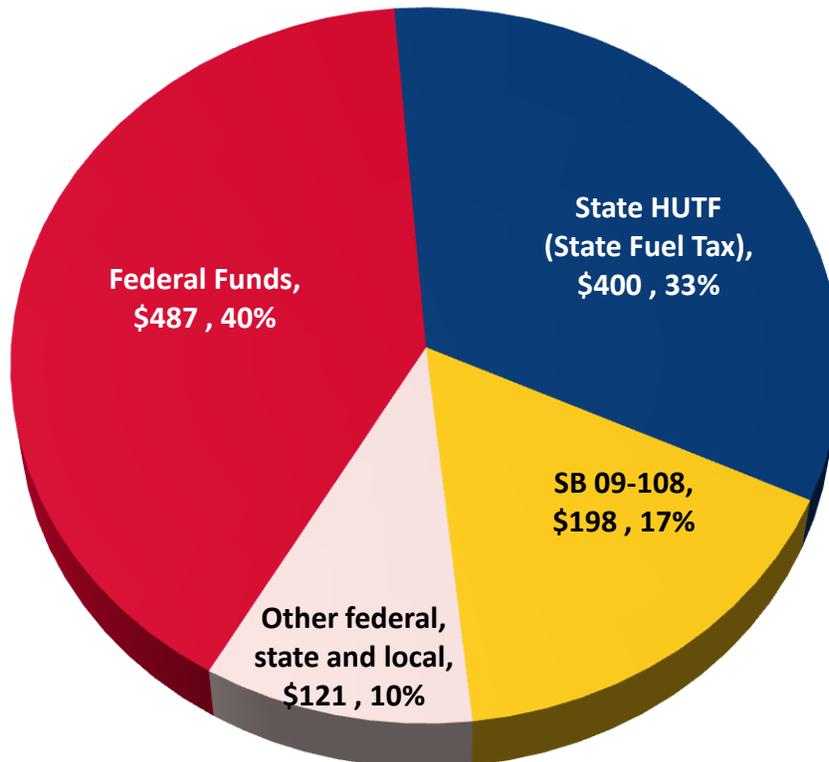
***The CDOT Annual Budget is approved by the Transportation Commission, subject to approval by the Governor.***

# Revenue

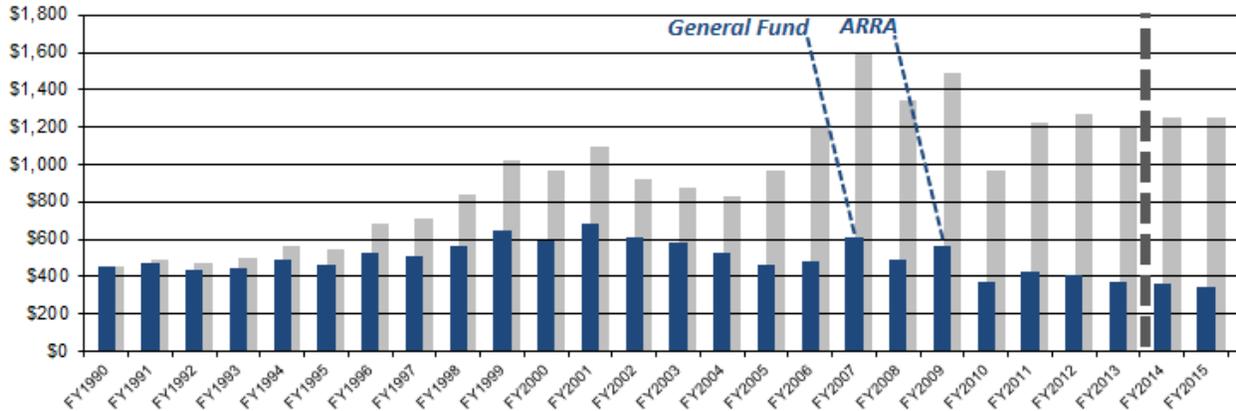
CDOT's budget is comprised of a mixture of state and federal dollars, with the vast majority of revenue collected under the 18.4 cent/gallon federal gas tax and the 22.0 cent/gallon state gas tax. CDOT has not received any state General Fund revenue since 2007; however, future General Fund revenue transfers may occur if Senate Bill 228 personal income growth triggers are met. At times, other revenue, such as federal stimulus funds, may be provided for transportation and expended through CDOT's budget.

## CDOT Revenues 2013

\$1.2 Billion



**Inflation-adjusted CDOT Funding Sources by Fiscal Year, Actual and Projected: FY1990-2015**  
Revenues Deflated by CDOT Colorado Construction Cost Index



## State Funding Sources

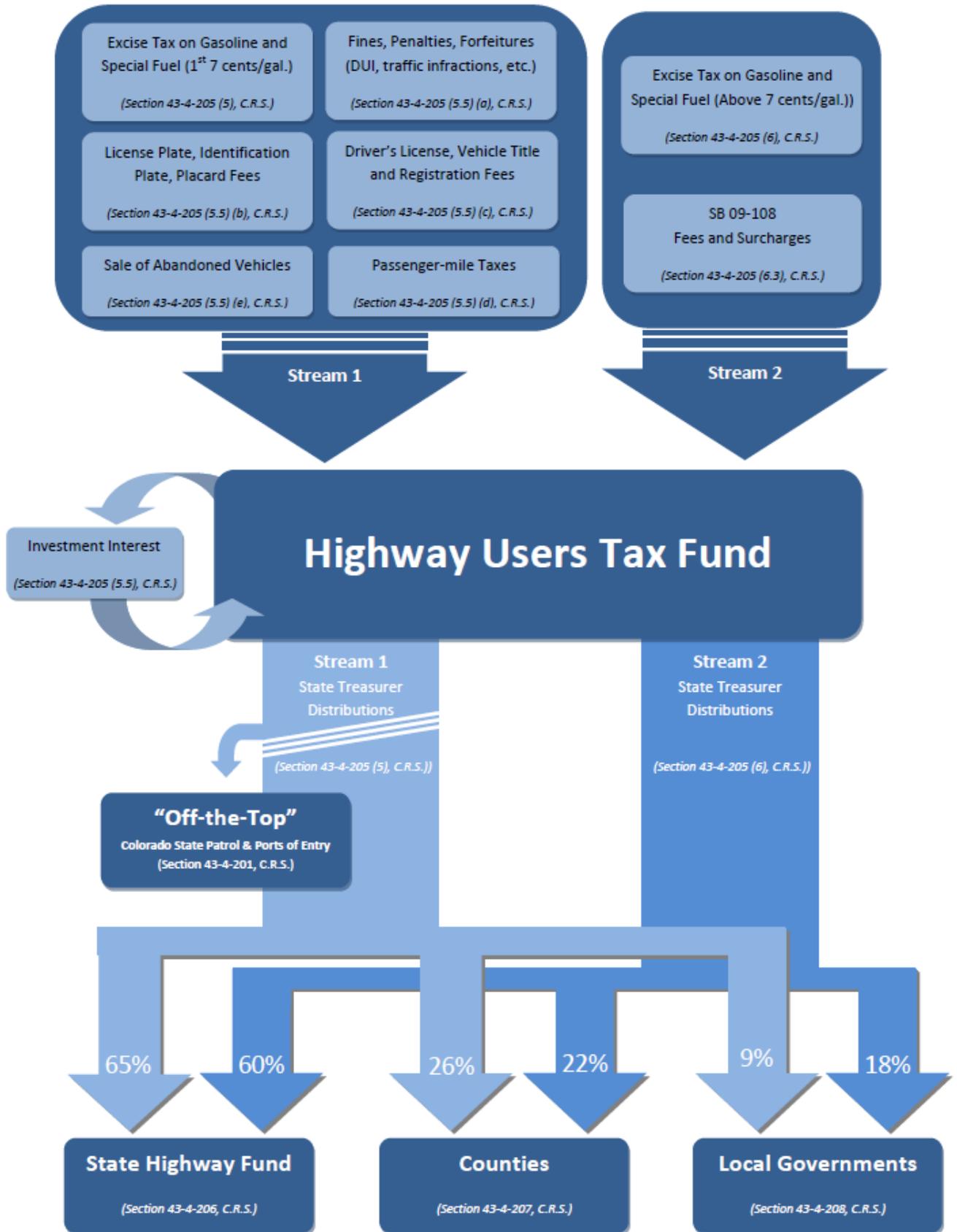
### Highway Users Tax Fund (HUTF)

The major source of state revenue for CDOT is the Highway Users Tax Fund (HUTF). Almost three-fourths of the HUTF is funded through Colorado’s motor fuel tax, which is 22 cents per gallon of gasoline and 20.5 cents per gallon of diesel fuel. The remaining funding is collected through motor vehicle registration fees, surcharges, license fees, and traffic citation fines. Under the HUTF state law, transportation revenue is split between CDOT, counties, and cities.

- For state gas taxes under seven cents, traffic citation penalties and fines, license plate fees, and other charges and fees, revenue is credited 65% to CDOT, 26% to counties, and 9% to cities
- For state gas taxes above seven cents and revenue collected under Senate Bill 09-108 (FASTER), revenue is credited 60% to CDOT, 22% to counties, and 18% to municipalities

Prior to distribution to CDOT, the General Assembly appropriates “off-the-top” money from the HUTF to the Department of Public Safety (DPS) Colorado State Patrol and the Department of Revenue (DOR) Division of Motor Vehicles. State law requires that “off-the-top” appropriations cannot increase by more than 6% annually over the prior year’s appropriation by the General Assembly.

The following flowchart illustrates the flow of transportation revenue from collection to expenditure by CDOT, counties, and cities.



## **SB 09-108 (FASTER)**

In 2009, the General Assembly enacted Senate Bill 09-108, the Funding Advancements for Surface Transportation and Economic Recovery Act of 2009 (FASTER). FASTER established new revenue sources for state, county, and city transportation projects by implementing and increasing a number of vehicle surcharges and fees. The fees included: the road safety surcharge; bridge safety surcharge, oversize/overweight vehicle supplemental fee; daily rental vehicle fee; and late vehicle registration fee. All revenue from these fees, except the bridge safety surcharge, is allocated by formula to CDOT, counties, and cities. Bridge safety surcharge revenue is credited to the Bridge Special Fund to pay for bridge replacements and reconstruction projects, as discussed below.

### **Road Safety Fund**

FASTER established the Road Safety Fund. The fund dollars are allocated based on the HUTF statutory formula: 60% to CDOT, 22% to counties and 18% to municipalities. Under Section 43-4-803(21), C.R.S., eligible road safety projects are defined as construction, reconstruction or maintenance that the Transportation Commission determines is needed to enhance the safety of a state highway, a county determines is needed to enhance the safety of a county road, or a municipality determines is needed to enhance the safety of a city street.

### **Bridge Safety Surcharge (Bridge Special Fund)**

FASTER also created the Bridge Special Fund, codified at Section 43-4-805(3) (a), C.R.S., supported by the Bridge Safety Surcharge. To accelerate delivery of repairs to the state's poor bridges and take advantage of historically low interest rates and construction costs, the Enterprise issued \$300 million in bonds in December 2010. Absent bonding, the time necessary for the Enterprise to repair the designated poor bridges is double that with bonding, with associated costs to Colorado's economy and citizens that would be avoided by bonding.

As of the end of March 2013, there were 168 bridges in the program. Of this amount, 79 bridge projects are complete and 58 are in construction or design. A list and map of all bridge projects in the program and their current status are available to the public on CDOT's website at [www.coloradodot.info/programs/BridgeEnterprise](http://www.coloradodot.info/programs/BridgeEnterprise).

Improvements to poor bridges are funded through a Bridge Safety Surcharge based on vehicle weight; heavy vehicles pay a larger surcharge whereas lighter weight vehicles remit a lower surcharge. The fee is reduced by half for farm vehicles and not imposed on rental vehicles if they pay the vehicle rental fee. After passage of FASTER, the fees were incrementally phased in over a three year period beginning in 2009. Today, the fee is fully phased-in.

### **Multi-Modal & Transit**

FASTER established provisions for multi-modal transit, projects (Section 43-4-812, C.R.S.). This legislation allows for fees collected by the High-Performance Transportation Enterprise, a Public Highway Authority, or a Regional Transportation Authority to be used for transit-related projects that relate to the maintenance and supervision of the highway segment or highway lanes on which the user fee or toll is imposed.

# Additional State Revenue

## Senate Bill 09-228

In 2009, the legislature enacted Senate Bill 09-228, which established triggers to transfer money to transportation, capital construction, and the statutory reserve. Under the bill, once a five-percent personal income growth rate is met, a five-year transfer of General Funds will occur to transportation totaling two-percent of General Fund revenues – approximately \$170 million with 10% for transit. This law also maintains a six-percent growth limit on HUTF off-the-top-transfers.

This bill eliminated the Arveschoug-Bird six-percent annual growth in spending limit which factored into Senate Bill 97-001, House Bill 02-1310 and Capital Construction dollars. In the current fiscal year, CDOT does not anticipate funds being made available for transportation under this new law for the foreseeable future.

## Capital Construction Funds (House Bill 95-1174)

In 1995, the Colorado General Assembly enacted HB 95-1174 requiring the Transportation Commission to annually submit to the Capital Development Committee (CDC) a prioritized list of state highway reconstruction, repair, and maintenance projects for possible funding with Capital Construction Funds. Prior to 1995, CDOT was not eligible to receive Capital Construction Funds as these funds were reserved for non-transportation-related capital improvements like state buildings.

Under current state law, the Capital Development Committee (CDC) of the legislature reviews the Transportation Commission-approved list of projects. The CDC-approved list of projects is forwarded to the Joint Budget Committee for possible funding up to the available amount of capital construction funds. These funds are appropriated in a lump sum, not by individual projects.

CDOT last received HB 95-1174 funds in FY 2008-09, and has received \$404.5 million over the life of the law. In recent fiscal years, in recognition of severe budget challenges for all state departments, the Transportation Commission has opted not to submit a request to the CDC.



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## **Federal Funding Sources**

### **Highway Trust Fund (HTF)**

The federal Highway Trust Fund (HTF) was established upon Congress' enactment of the Highway Revenue Act of 1956 to ensure a dependable source of revenue for a national highway network, today known as the Eisenhower Interstate Highway System. Today, the HTF remains the primary source of funding for the federal-aid highway program.

Similar to other federal trust funds, the HTF is a financing mechanism established by federal law to account for tax receipts that are collected by the federal government for specific purposes. Originally the HTF was dedicated solely for highways, but later Congress determined that a portion of the highway tax revenues collected should be used for transit needs. To that end, the HTF Mass Transit Account was created and became effective in 1983. Approximately one-fifth of the HTF is dedicated for transit purposes through the Mass Transit Account; the remaining four-fifths is expended for highway purposes.

The HTF is funded primarily by a federal fuel tax, which is currently 18.4 cents per gallon of gasoline and 24.4 cents per gallon of diesel fuel. Of the motor fuel taxes, the Mass Transit Account usually receives 2.86 cents per gallon.

### **Surface Transportation Authorization**

Congress must provide permission for any federal funds to be expended from the Highway Trust Fund. Legislation referred to as a "transportation authorization" is the means by which this permission is granted. Each transportation authorization bill establishes national transportation policy, defines federal programs, outlines areas of emphasis for spending, and authorizes funding to the states. Transportation authorization legislation covers multiple years because transportation projects take a great deal of time from planning through construction. ISTEA, TEA-21, SAFETEA-LU, and the Moving Ahead for Progress in the 21<sup>st</sup> Century Act (MAP-21) are the most recent examples of transportation authorization bills enacted by Congress. Currently, MAP-21 is the most recent authorization and remains the current statutory framework governing federal transportation law and spending. MAP-21 sustains current funding levels for two fiscal years. Funding for the current authorization is reliant on General Fund dollars which continue to prop up the HTF. MAP-21 also had provisions for continuation of the Federal Gas Tax – (\$0.184/gallon) for four more years. The authorization is slated to expire in late 2014. Congress plans to begin work on the reauthorization of MAP-21 during the second half of 2013.

### **Donor vs. Donee Funding**

A recurring debate at the federal level is the issue of states receiving back the same amount of funding, or more, than their citizens remit to the federal government through the federal gas tax. This concept is informally referred to as the "donor/donee" issue. "Donor states" – pay more into the HTF than received back, whereas donee states – receive more back from the HTF than paid in. In recent years, as the HTF continues to rely on significant transfers from the federal General Fund, all states receive more back from the federal government than funds paid in. The average state received a \$1.24 return per dollar over FY 2005 – 2009. During that same time, Colorado received a \$1.09 return per dollar. Under MAP-21, all states now have a minimum

return guarantee, in which each state shall receive a minimum \$0.95 return per dollar (even without GF transfers).

## Annual Appropriations

The annual congressional appropriations legislation places yearly limits on the amount of federal funds that can be spent within the multiple-year transportation authorization legislation. Federal transportation dollars are appropriated through the Departments of Transportation and Housing and Urban Development Appropriations Act. This bill provides annual spending amounts for each of the federal highway and transit programs, as well as specific allocations to state departments of transportation. Federal dollars are delivered to state DOTs in three ways: formula or block grants; discretionary grants; and legislatively directed grants (also referred to informally as “earmarks”).

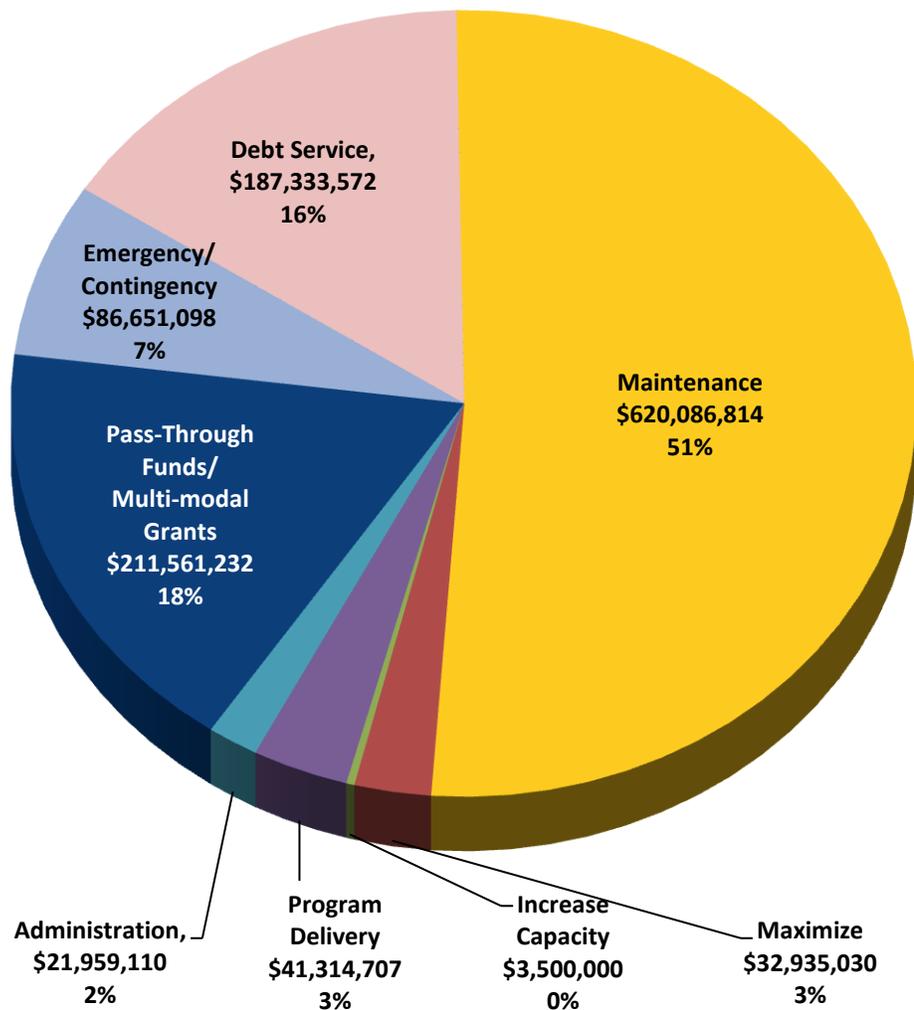
- Formula grants, also referred to as block grants are lump sum payments to the states according to a specific formula, usually accounting for factors such as population, lane-miles, or other variables.
- Discretionary grants are received when an entity submits an application and competes for a federal grant award.
- Legislatively directed grants, also referred to as “earmarks,” are no longer permitted under recent congressional changes.



# Expenditures

CDOT's budget is significantly devoted to maintenance activities. In recent years with flatlining revenue sources and growing infrastructure maintenance costs, CDOT has little funding to devote to new capacity and over half of its budget is dedicated to keeping the transportation system in shape. The following chart illustrates CDOT's budget according to expenditure categories. The CDOT budget currently stands at approximately \$1.2 billion. This is 30 percent less than CDOT budgeted five and six years ago.

## CDOT Expenditures 2013



# **CDOT Budget Categories**

CDOT administers many transportation programs for highway, aviation, transit, rail, bicycle, and pedestrian activities and projects. CDOT provides a six-category budget grouping in order to provide an easily understandable budget for the public and CDOT stakeholders. The six groupings are as follows.

## **Maintain – Maintaining What We Have**

The Maintain category includes projects designed to maintain Colorado’s existing transportation system. This includes activities such as resurfacing and reconstruction of pavement and bridges, structure maintenance, and snow removal.

## **Maximize – Making the Most of What We Have**

The Maximize category includes improvements to transportation infrastructure such as variable message signs, traveler information, and new safety upgrades. This category also includes safety education programs to increase seatbelt usage by motorists or to reduce impaired driving.

## **Expand – Increasing Capacity**

The Expand category includes projects that add to Colorado’s existing transportation system. This includes adding new lanes to state highways, or innovative financing through Public Private Partnerships. At this point, very limited funding is available to be dedicated to this category as most of Colorado’s transportation dollars are consumed by necessary maintenance and upkeep needs.

## **Deliver – Program Delivery/Administration**

Program Delivery supports functions that enable the delivery of CDOT’s programs and services with the following goals: (1) deliver high quality products and services in a timely fashion; (2) attract and retain an effective and qualified workforce; and (3) foster an environment that respects workforce diversity. The programs and services with this investment category also include the CDOT Administration Line, appropriated by the General Assembly and capped at five percent of CDOT’s total budget.

## **Pass-through Funds/Multi-modal Grants**

This category includes grants funding required to go to specific projects or programs. CDOT may administer these funds according to federal law; however, the actual work or program is executed by a group outside of CDOT, such as a transit agency, city, or non-profit organization.

## **Contingency/Debt Service & Certificates of Participation**

The Contingency/Debt Service category includes funds that are dedicated to pay down bond obligations secured in years past. Funds are also provided for unforeseen emergencies, such as rockfall damage to highways or unusually severe winter snowfall.



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## Responsible Acceleration of Maintenance and Partnerships (RAMP) Program

The Colorado Department of Transportation (CDOT) is changing how it budgets and expends funds for transportation projects. Using sound business practices, this new effort, known as Responsible Acceleration of Maintenance and Partnerships (RAMP), will better coordinate project expenditures and available funding.

- **Current Practice.** Currently, CDOT does not advertise a project until all of the money is “in the bank,” which means the department saves money for projects over multiple years before construction begins. In addition, some projects take several years to construct - so funds often sits unspent when it could be utilized much sooner.
- **New Practice.** Under the RAMP program, CDOT will fund multi-year projects based on year of expenditure, rather than saving for the full amount of a project before construction begins.

CDOT implemented RAMP in early 2013, accelerating more money to construction in spring 2013.

RAMP provides an opportunity to increase funding to help preserve our transportation infrastructure and improve system operations around the state. It also provides a critical boost to the state construction industry by directly sustaining or creating an estimated 10,550 jobs.

### Background

In 2006, CDOT began using a new computer software system called SAP. One of the reasons for doing so was to improve CDOT business and financial practices, including the potential opportunity to change the way we budget and expend funds. Since that time, CDOT has not had the opportunity to change because both state and federal funds have fluctuated greatly. With the recent passage of MAP-21 and the four-year extension of the federal gas tax CDOT has more certainty in the federal funding picture than over the last four years, allowing us to pursue this opportunity. CDOT joins several other DOTs around the nation who are now utilizing this method of project delivery, including North Carolina, who also utilizes the SAP system.

### Increased Construction, NOT Increased Revenue

You may have heard that CDOT was “saving up money” because the department was uncertain about federal funding, and now we are “releasing” the money. Not true. You may have also heard we dug through our rather large seat cushions and found a pile of cash without a current home. This is also not true. Rather, RAMP is taking better advantage of money in the year it is available and looking at all of our projects funds as a whole rather than each project as an individual silo that is allowing us to increase construction. As a result of CDOT altering its budget practices, CDOT will be able to increase project construction by about \$300 million per year over the next five years. This increase in construction activity is one-time and is from existing, already encumbered dollars, not new funding sources or new transportation revenues.

## Not a Solution to Our Transportation Needs

While this change in fiscal management will help to fill the gap for a little while, it isn't permanent- it isn't new money- and it isn't large enough to solve Colorado's transportation needs. This is a challenge that will require a much greater, statewide effort. Remember that in January, 2008 the "Colorado Transportation Finance & Implementation Panel" determined that Colorado needed an additional \$1.5 billion each year to help solve our transportation needs. In a very best case scenario, CDOT may be able, over the course of five years, to fill one year's gap.

## Project Selection and Process

The projects implemented with this effort will be in addition to CDOT's planned construction program. Specific projects will be determined once selection criteria are determined by the Colorado Transportation Commission. However, the RAMP projects are proposed to fall into two main categories. Funding amounts for each category and specific goals and criteria will be determined by the Transportation Commission. A third potential category related to direct federal funding to larger metro areas is also being explored.

- **Transportation Asset Management, Preservation and Operations.** The first pool is proposed to provide funds dedicated to slowing the deterioration and improving the safety of the state's highways, bridges, and tunnels. The Transportation Commission has already authorized a portion of the funds by increasing the highway paving program by \$86 million to \$200 million total for paving in current fiscal year 2013.
- **Transportation Partnerships.** The second pool is proposed to leverage state transportation dollars by creating Public-Private Partnerships (P3s) with industry and Public-Public Partnerships with local governments to provide responsible improvements on corridors where partnership opportunities exist. This fund will provide an opportunity for local governments and CDOT to potentially move forward with projects that CDOT would not be able to fund alone.
- **Large Metropolitan Area Federal Funding.** Not included in the first two pools are the dedicated federal funds received by the larger metropolitan areas along the Front Range. In cooperation with these Metropolitan Planning Organizations- DRCOG, Pikes Peak, and North Front Range- and their local member governments, it may be possible to leverage the availability of those funds and increase spending on a one-time basis in those programs as well.

For more information on the RAMP Program visit:

<http://www.coloradodot.info/programs/RAMP>

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# Innovative Funding Options

## Public and Private Partnerships

The Colorado General Assembly authorized CDOT to become involved in Public Private Partnerships (P3s). P3s are joint partnerships formed between a private entity and CDOT to implement transportation projects funded mostly by private dollars. If a private entity is awarded a project, some or all of the financing and design/construction are the responsibility of that entity. Before the initiation of construction, CDOT must complete the appropriate environmental studies and clearances, as well as meet applicable state and federal requirements.

## Tolling

FASTER allows for the tolling of new or existing capacity through the High-Performance Transportation Enterprise. Tolling of existing capacity can occur if a number of conditions are met, these conditions include:

- federal approval;
- local government approval by every local government in which all or any portion of the highway segment or highway lanes is contained or that will be substantially impacted; and
- a local air quality impact statement and community traffic safety assessment that specifically takes into account any diversion of vehicular traffic from the highway segment or highway lanes onto other highways, roads, or streets that is expected to result from the imposition of the user fee.

The state currently owns High Occupancy Toll (HOT) lanes on I-25 in north Denver. These lanes are the only state-owned managed lanes.



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## Previous Funding Sources

### **Sales and Use Tax Transfers (Senate Bill 97-001)**

In 1997, the Colorado General Assembly passed Senate Bill 97-001. This bill provided additional funding from sales and use tax revenues associated with automobiles and automobile-related accessories. In Colorado, the General Fund could only grow by six-percent annually. Any additional money was directed to roads and bridges as a Senate Bill 97-001 transfer. Ten percent of transfers were required to fund transit. The Transportation Commission dedicated any Senate Bill 97-001 revenue to fund strategic projects known as 7th Pot Projects.

Senate Bill 97-001 was repealed in 2009 with the enactment of Senate Bill 09-228. Over 12 years, Senate Bill 97-001 provided approximately \$1.3 billion in funds for Colorado's 28 strategic projects and \$63.1 million for strategic transit projects.

### **House Bill 02-1310**

In 2002, House Bill 02-1310 was enacted by the General Assembly to provide, beginning on July 1, 2003, a General Fund surplus less the four percent reserve and less any revenues in excess of the TABOR constitutional limitation, to be allocated two-thirds to the State Highway Fund and one-third to the state's Capital Construction Fund. The HUTF allocation from the General Fund surplus under House Bill 02-1310 was to be used for reconstruction, repair, maintenance, and capital expansion projects.

House Bill 02-1310 was repealed in 2009 with the enactment of Senate Bill 09-228. Over seven years, House Bill 02-1310 provided \$625.3 million in funds for projects across the state.

## Transportation Revenue Anticipation Notes (TRANs Bonds)

In 1999, the General Assembly referred a ballot measure, known as Transportation Revenue Anticipation Notes (TRANs), to the voters, who in turn approved it. TRANs provided a financing mechanism allowing CDOT to issue bonds to accelerate strategic transportation projects. The legislation required that bond proceeds be used on 28 strategic transportation projects across the state, commonly referred to as 7th Pot Projects. TRANs bonds were used to fund portions of these projects statewide and are scheduled to be paid off in 2017. The Transportation Commission budgets approximately \$168 million each year to pay for TRANs bonds debt obligation

## ARRA

In 2009, Congress enacted the American Recovery and Reinvestment Act of 2009, otherwise referred to as the federal stimulus legislation. As a result of this bill, Colorado received approximately \$533 million for transportation projects throughout the state. ARRA funding was particularly dedicated for immediately ready (“shovel-ready”) projects that were prepared and ready to go to bid. Information on specific ARRA projects is available to the public at [www.coloradodot.info/projects/arra](http://www.coloradodot.info/projects/arra) and at [www.recovery.gov](http://www.recovery.gov).



# TRANSPORTATION PLANNING

Planning is a critical process for CDOT and its local partners. Throughout the transportation planning process, CDOT works extensively to ensure that all planning partners, customers, and stakeholders have a voice in both the statewide and regional planning processes. These processes establish a 20-year vision, goals and objectives, and identify strategies for program delivery, project development, and financial program distribution.

- **Overview.**
- **Statewide Transportation Planning Process.**
  - **Planning Regions (TPRs and MPOs).**
- **Statewide and Regional Transportation Programming.**
- **Statewide Transportation Advisory Committee (STAC).**
- **Nine Steps to Develop a Project.**
- **CDOT Engineering Region Planners.**
- **DTD Multimodal Planning Branch.**

## In This Chapter

# Overview

Statewide Transportation Planning is required by federal and state regulations and provides a direction and framework for decision making at CDOT. The statewide planning process, with its extensive public involvement component, utilizes a broad spectrum of disciplines within the Department and provides guidance needed to develop innovative and informed approaches to decision making. These approaches support sound investment choices that promote responsible and effective use of taxpayer dollars.

## Federal and State Requirements

### Federal

Federal requirements for multimodal transportation planning are embodied in national transportation bills that are reauthorized approximately every six years. In 2005 Safe Accountable Flexible Efficient Transportation Equity Act – A Legacy for Users (SAFETEA-LU) revised several statewide and metropolitan transportation planning requirements, included provisions for consideration of environmental issues in transportation planning, and encouraged linkages between the transportation planning and National Environmental Policy Act (NEPA) processes. SAFETEA-LU was superseded by the passage of Moving Ahead for Progress in the 21st Century (MAP-21) in 2012. MAP-21 revises planning processes, focuses on “National Goals,” and includes a stronger emphasis on operations, freight, asset management, performance-based planning, and progress reporting.

### State

In 1991 the Colorado General Assembly created CDOT to replace the Colorado Department of Highways and established a grassroots planning process to identify and prioritize the state’s transportation needs. Colorado's transportation planning law is codified in 43-1-1103, Colorado Revised Statutes (CRS) with additional regulation outlined in 2-601-2, Colorado Code of Regulations (CCR), the Rules Governing the Statewide Transportation Planning Process and Transportation Planning Regions.

In 2009, the Colorado General Assembly passed SB 09-108 (Funding Advancement for Surface Transportation and Economic Recovery (FASTER)), which directs the Department to address additional factors in statewide transportation planning:

- The targeting of infrastructure investments, including preservations of the existing transportation system
- Safety enhancement
- Strategic mobility and multimodal choice
- Support of urban or rural mass transit
- Environmental stewardship
- Effective, efficient, and safe freight transport
- Reduction of greenhouse gas emissions

The Colorado Transportation Commission's Rules for Governing the Statewide Transportation Planning Process and Transportation Planning Regions guide the Department in developing and implementing Colorado's Statewide Transportation Plan. Projects are selected and identified for funding by listing them in the Statewide Transportation Improvement Program (STIP), which must be consistent with the Statewide Transportation Plan.



# Statewide Transportation Planning Process

For transportation planning purposes, Colorado is divided into 15 Transportation Planning Regions (TPRs). Ten of these are rural in nature and five are urban. The urban areas are designated as Metropolitan Planning Organizations (MPOs). Each planning region is comprised of municipalities and counties within given boundaries and is responsible for preparing a long range Regional Transportation Plan (RTP) to address the long-term transportation needs within that area. A map of the TPRs is on page 47.

The Statewide Transportation Plan represents the people of Colorado’s vision for the transportation system. Prepared by CDOT’s Division of Transportation Development (DTD), this 20-year multimodal plan integrates Commission policies with input from a variety of stakeholders. It also outlines the state’s transportation needs from a both an unconstrained vision and fiscally constrained perspective.

The Statewide Transportation Planning Process is illustrated below. The Revenue Planning and Program Distribution (resource allocation) processes occur first and identify anticipated revenues and funding allocations for the 20-year planning horizon. The 15 TPRs (both rural and urban) develop Regional Transportation Plans (RTPs) that are incorporated into the Statewide Transportation Plan. The Statewide Transportation Plan guides project selection and the development of the Statewide Transportation Improvement Program (STIP) that identifies projects for funding. After projects from the STIP are funded, they move to project development, permitting, and eventual construction.

## Colorado Transportation Planning Process



Approximately every five years the Statewide Transportation Plan and Regional Transportation Plans (RTPs) are updated. The Statewide and Regional Transportation Plans have elements that:

- Comply with all applicable state and federal regulations
- Provide transparency and accountability
- Identify partnerships to leverage financial resources
- Integrate a web-based presence
- Focus on a corridor-based structure

- Identify policies and performance targets
- Incorporate a multimodal 20-year vision
- Promote performance-based decision making
- Include a data-driven needs assessment – existing & future
- Identify a 10-year Plan
- Allow for progress reporting

The next Statewide Transportation Plan will consider and analyze major issues that confront Colorado including: population growth, a growing energy industry, increasing congestion, deteriorating roadways and bridges, and funding shortfalls. These issues require tough choices and open dialogue among all stakeholders to identify and evaluate solutions. Increasing awareness of these issues is a critical component to a successful planning process.

The 2035 Regional and Statewide Transportation Plans are available on CDOT's website at <http://www.dot.state.co.us/StatewidePlanning/PlansStudies/2035Plan.asp>. Please contact Michelle Scheuerman, Statewide Planning Section Manager, at (303) 757-9770 or [michelle.scheuerman@state.co.us](mailto:michelle.scheuerman@state.co.us) for more information on CDOT's statewide planning process.

***CDOT's next Statewide Transportation Plan will be performance-based, integrate a web-based presence, incorporate data-driven decision making, and progress reporting.***



## **Rural TPRs and the Statewide Plan**

State law enables elected officials from the counties and municipalities in a TPR to form a Regional Planning Commission (RPC) that acts as an executive board for the TPR through an intergovernmental agreement. The RPC develops and adopts the RTP, identifies and establishes priorities in the regional plan, and forwards the recommended plan to CDOT for confirmation and integration into the Statewide Transportation Plan. The plans must be multi-modal in nature, cover a planning horizon of at least 20 years, and have a fiscally-constrained element in addition to a vision or unconstrained element.

## **MPOs and the Statewide Plan**

MPOs are federally required entities, designated by the Governor in coordination with local officials and CDOT. MPOs are responsible for implementing a continuing, cooperative, and comprehensive transportation planning process that results in plans and programs for the urbanized area.

MPOs are in urban areas with populations of 50,000 or more as defined by the most recent census. MPOs in Colorado include the Denver Regional Council of Governments, Grand Valley MPO (Mesa County), North Front Range MPO (Fort Collins/Loveland/Greeley), Pikes Peak Area Council of Governments (Colorado Springs area), and Pueblo Area Council of Governments. The MPOs are required to use more complex planning tools and techniques than the 10 TPRs with predominantly rural characteristics. The MPOs receive federal funds to assist with these additional requirements.

MPOs with populations larger than 200,000 are designated as Transportation Management Areas (TMAs) and have additional federal requirements and responsibilities for long-range planning, programming, and project selection. Colorado has three TMAs: Denver Regional Council of Governments, North Front Range MPO, and Pikes Peak Area Council of Governments. The TMAs receive a direct allocation of federal funds, called STP-Metro, to fund transportation projects and programs in their area.

# Statewide and Regional Transportation Programming

## Transportation Improvement Program (TIP)

MPOs are required to develop a prioritized four-year TIP. This document identifies projects programmed in MPO areas with state and federal funding. In Colorado, however, the MPOs develop a six-year TIP, with the first four years demonstrating fiscal constraint. TIPs are updated every four years, adopted by the MPOs, and approved by the Governor. TIPs are then incorporated without modification into the six-year Statewide Transportation Improvement Program (STIP). A separate TIP is not required for the rural TPRs. Projects in rural TPRs are incorporated directly into the STIP.

***CDOT works cooperatively with each of the transportation planning regions, elected officials, the general public and other stakeholders to achieve CDOT's mission of providing the best multimodal transportation system for Colorado that most effectively moves people, goods and information.***

## Statewide Transportation Improvement Program (STIP)

Per federal regulation 23 CFR 450.216 (a)-(o), each State is required to develop a STIP. The STIP is Colorado's six-year plan for state and federally funded transportation projects. Colorado develops this plan in cooperation with the rural Transportation Planning Regions (TPRs) and Metropolitan Planning Organizations (MPOs). These entities, in turn, gather input from their local constituents (including the STAC) so that the adopted STIP is the result of a grassroots effort.

MAP-21 requires each state to develop a STIP for at least four years of projects. However, Colorado includes six years in order to accommodate a longer period of fiscal planning and management.

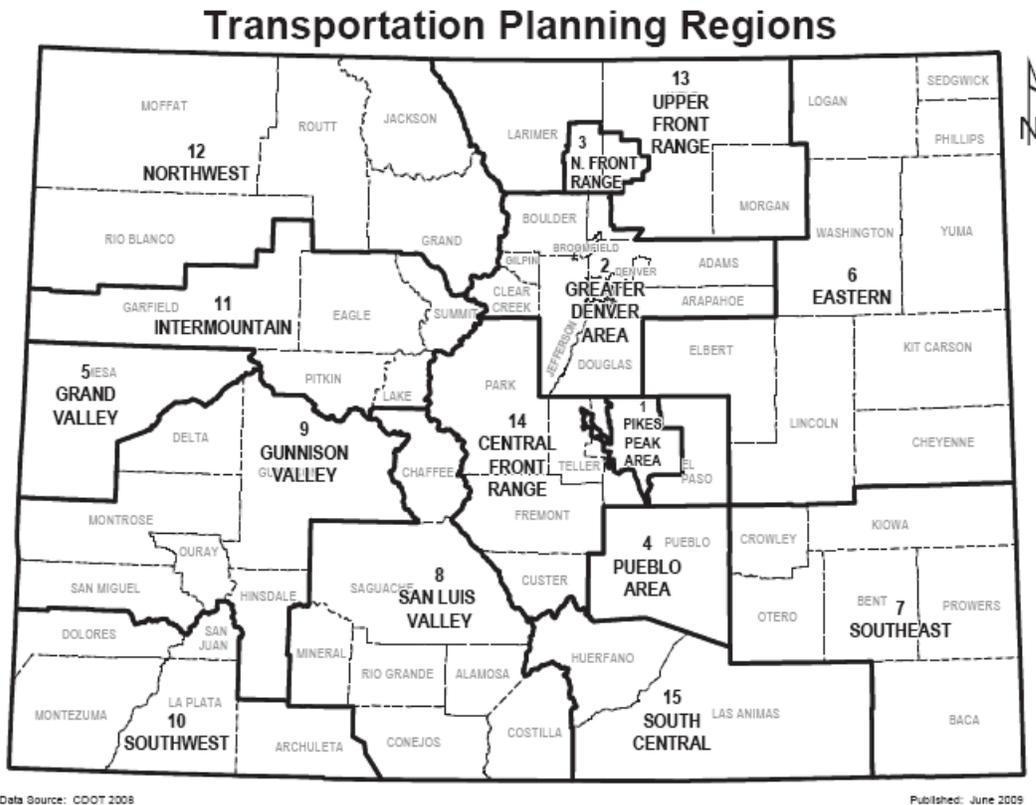
The long-term, 20-year Statewide Transportation Plan is implemented by programming priority projects into the STIP. Every CDOT project statewide is identified in the STIP based on its ability to solve or improve a particular congestion, safety, or system quality need on the transportation system.

Similar to the TIP, the STIP is updated every four years through the 4P process. This 4P process incorporates the state statutory requirement that CDOT must formally hear the transportation needs of Colorado's 64 counties through meetings with the 15 TPRs. The 4P meetings also meet the federal requirement that CDOT work cooperatively with the MPOs to develop their TIPs prior to incorporating the TIP into the STIP. The STIP is approved by the Transportation Commission and is forwarded to FHWA and FTA for review and approval.



# Statewide Transportation Advisory Committee (STAC)

Representatives of each of the 15 TPRs form the STAC, which advises the Department and the Transportation Commission on transportation planning related issues and reviews the regional and statewide transportation plans before their adoption. Colorado's two Native American tribes, the Ute Mountain Ute Tribe and the Southern Ute Tribe, also have representation on the STAC as non-voting members. The STAC meets monthly before each Transportation Commission meeting. The Chair of the STAC provides regular updates on STAC activities, issues and recommendations to the Transportation Commission.



*STAC Representatives are listed on the next page*

# STAC Members

## **Pikes Peak - MPO**

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## **Ute Mountain Ute Indian Tribe**

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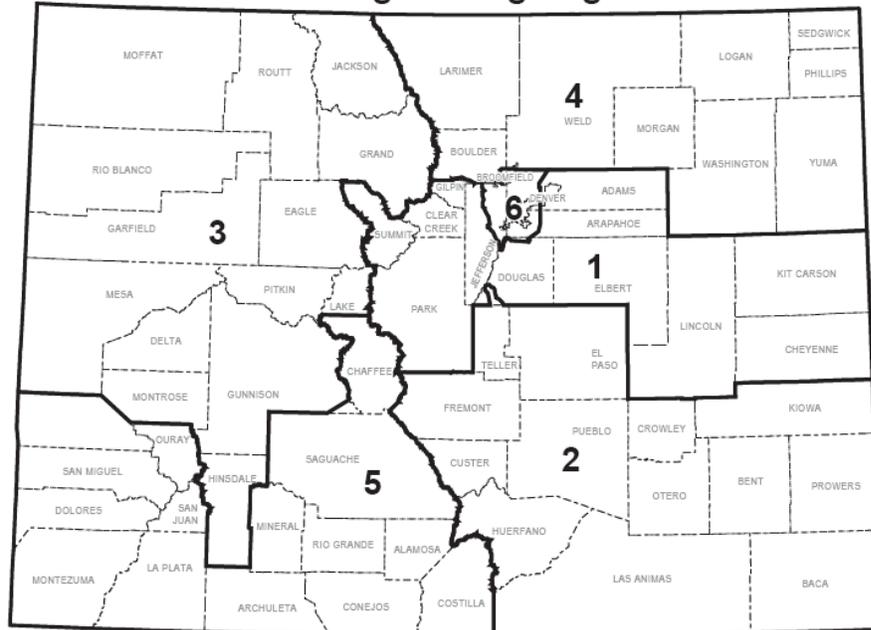
## ***Nine Steps to Plan and Build a Project***

Every CDOT project is identified in the six-year STIP based on its ability to meet or improve a particular congestion, safety or system quality need. Projects included in the STIP must be consistent with corridor visions and strategies identified in the adopted Regional and Statewide Transportation Plans. Local government should follow the steps below to advance important projects.

1. Determine your appropriate TPR or MPO. See pages 47 and 48.
2. Participate in the planning activities held by the TPR and CDOT. Through planning meetings, the development of corridor visions, goals, and strategies are established to address the needs for each corridor in each planning region. This is important because projects built by CDOT or using federal funds must be consistent the Regional and Statewide Transportation Plans.
3. Regional Transportation Plans are adopted by the respective TPR or MPO and integrated into the 20-year Statewide Transportation Plan, which is adopted by the Colorado Transportation Commission. Public involvement is conducted at both the regional and statewide level.
4. The STIP process determines how available funds will be programmed over the next six years. The CDOT Regions, using the 4P process, discuss accomplishments with local governments and identify local funding priorities over the next few years. The projects selected must be consistent with the corridor visions identified in the adopted Regional and Statewide Transportation Plans.
5. CDOT prepares a draft STIP (a fiscally constrained 6-year program of projects). Joint meetings with all the TPRs in each CDOT Region prioritize submitted projects. The projects selected must be consistent with CDOT's regional budgets.
6. The final STIP is reviewed to ensure state and federal regulations are met and made available for public comment.
7. The STIP is approved by the Colorado Transportation Commission, the Federal Highway Administration, and the Federal Transit Administration.
8. STIP projects are programmed, budgeted, designed and must meet all other applicable federal and state regulations.
9. STIP projects are advertised for contractors, a contractor is selected, and project construction begins.

# Regional Planners

## CDOT Engineering Regions



Data Source: CDOT 2005

Dunleahd Mar 2006

These boundaries will change July 1, 2013

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## DTD Multimodal Planning Branch

Planners from the CDOT engineering regions work closely with planning staff from the Multimodal Planning Branch in the Division of Transportation Development (DTD). The Statewide Planning Section coordinates development of the Statewide Transportation Plan, and conducts research and studies on issues affecting transportation planning in the state. The MPO & Regional Planning Section coordinates planning activities with the CDOT engineering regions, MPOs, and TPRs, provides oversight of the planning process, and provides planning related technical assistance and policy support.

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# National Environmental Policy Act

The National Environmental Policy Act (NEPA) of 1969 is the principle environmental law governing federal decision-making, planning, and development activities. NEPA requires all federal agencies and subdivisions desiring to use federal funds, to consider the environmental impacts of proposed actions with the potential to affect the quality of the “human environment.”

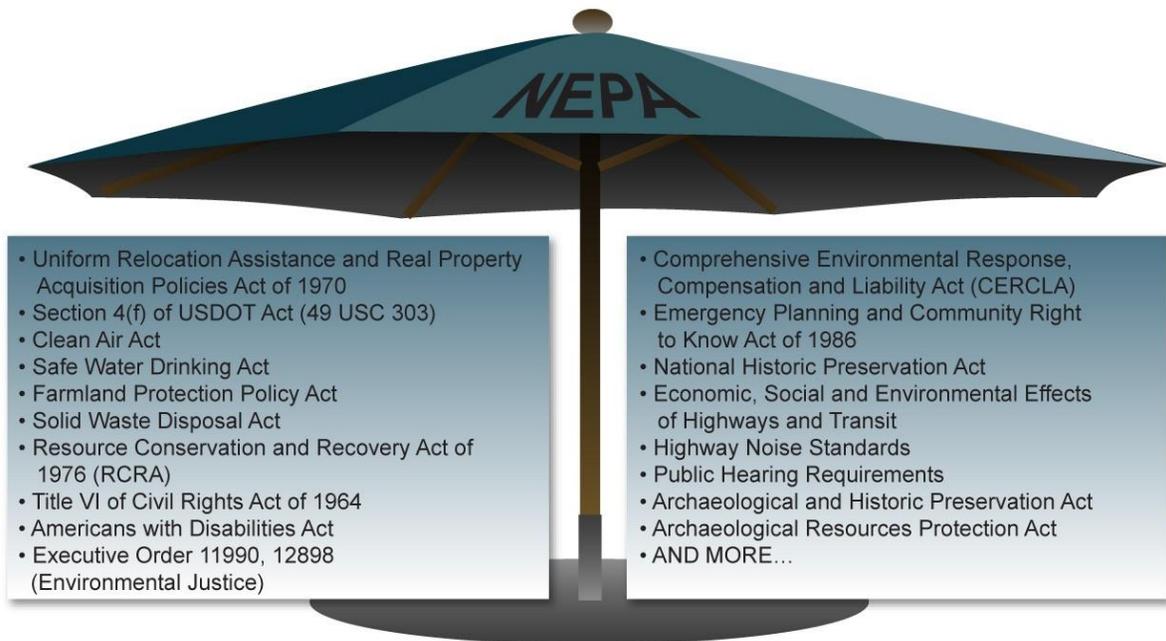
- **NEPA Umbrella.**
- **NEPA Classes of Action Chart.**
- **Public Participation in NEPA.**

### In This Chapter

## NEPA Umbrella

CDOT's transportation decisions are subject to more than 40 state and federal environmental laws that often fall under the NEPA umbrella.

### *The NEPA Umbrella*



The essential elements of NEPA decision-making include:

- Assessment of the social, economic, and environmental impacts of a proposed action or project.
- Analysis of a range of reasonable alternatives to the proposed project based on the project's defined purpose and need.
- Consideration of appropriate impact mitigation: through avoidance, minimization and compensation.
- Interagency participation: through coordination and consultation.
- Public involvement, including opportunities to participate and comment.
- Documentation and disclosure.

The effects of transportation projects on the human environment can vary from very minor to significant depending on a project type, size and/or complexity. To account for the variability of project impacts, there are three basic "classes of action" (described on the next page) prescribing the level of documentation required in the NEPA process.

CDOT has committed to complying with the intent and requirements of NEPA for all transportation activities, regardless of whether they are federally funded or require federal approval. To that end, the essential elements of NEPA have been incorporated into the CDOT transportation planning and project development process, as well as the operation and maintenance of the state transportation system.

## Public Participation in NEPA

Public participation in the NEPA process has a high degree of flexibility to meet the needs of the project and stakeholders. In some instances, projects are required to ask local, state, Tribal, and federal agencies to play a formal role by becoming participating or cooperating agencies. Agencies choosing to become participating or cooperating agencies have a responsibility to provide time and resources towards completing the NEPA process. All agencies and elected officials have the opportunity to provide input into decision-making on major projects through the public comment process required by NEPA.

In most cases, the roles of local agencies and elected officials will change as the project develops depending on the types of decisions being made by the project, and the level of interest local agencies and elected officials have in the outcomes of those decisions. At the beginning of a project, local agencies and elected officials can play a significant role by helping the Department understand what issues are important to their constituents, identifying stakeholders who understand community issues and concerns, and sharing important information on the local context. If you would like to be involved, contact the Regional Planning and Environmental Manager for your region listed at the end of this chapter.

***Did you know approximately 90% of  
CDOT's NEPA documents are  
Categorical Exclusions?***



## NEPA Classes of Action

Class I	Class II	Class III
Environmental Impact Statement (EIS)	Categorical Exclusion (CatEx)	Environmental Assessment (EA)
Required for actions likely to have significant environmental effects that cannot be mitigated.	Actions that do not individually or cumulatively have a significant environmental effect. Necessary environmental studies and compliance with all applicable requirements are still required for the project.	Required for actions that do not qualify as CatEx, but where there is insufficient information to determine whether the project's impacts warrant an EIS. An EA may also be a useful tool in that it incorporates environmental considerations with project design and can aid in NEPA compliance when an EIS is not required.
<p>Normally required for:</p> <ul style="list-style-type: none"> <li>▶ A new, controlled-access freeway</li> <li>▶ A highway project of four or more lanes in a new location</li> <li>▶ New construction or extension of fixed rail transit facilities</li> </ul>	<p>Examples may include:</p> <ul style="list-style-type: none"> <li>▶ Pedestrian facilities</li> <li>▶ Landscaping</li> <li>▶ Routine maintenance, including resurfacing, bridge replacement and rehabilitation, and minor widening</li> </ul>	<p>Examples include:</p> <ul style="list-style-type: none"> <li>▶ Actions that are not clearly Class II (CatEx)</li> <li>▶ Actions that are not clearly Class I (EIS)</li> </ul>
Upon completing the EIS, FHWA signs a Record of Decision (ROD) that presents the basis for the determination, summarizes any mitigation measures to be incorporated in the project, and documents any Section 4(f) approval. <sup>1</sup>	CDOT or FHWA approval is required on all CatEx projects. In Colorado, FHWA has programmatically approved some CatExs.	In coordination with FHWA, CDOT determines whether a Finding of No Significant Impact (FONSI) is appropriate or if further study is required in an EIS.

Source: 23 CFR § 771.115 et seq.

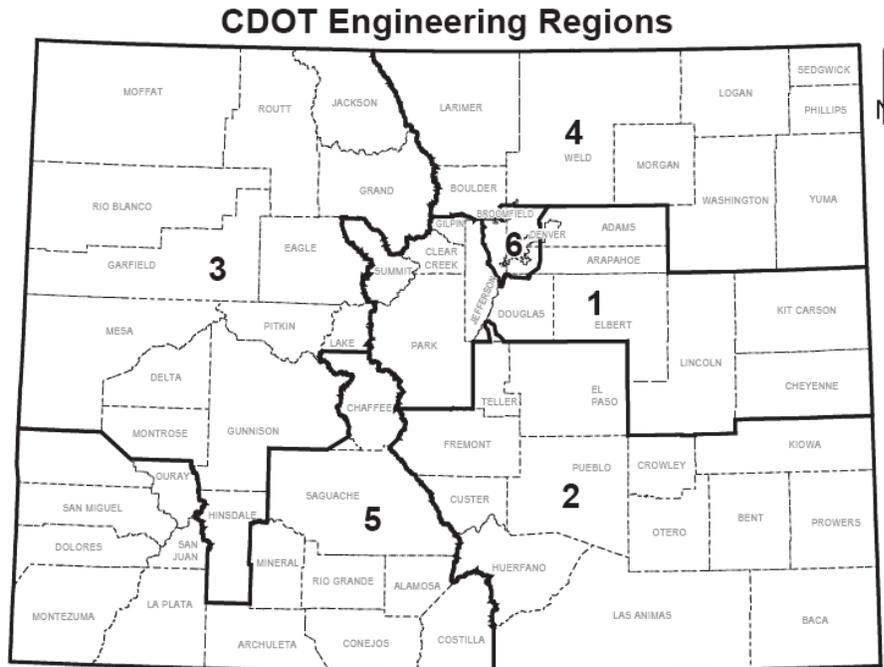
### NOTE:

(1) In some cases, if during the course of the project it is determined clearly that the project will not have significant impacts on the environment; the project may be reclassified as Class III (EA) and result in a FONSI. FHWA retains final categorization determination for federal projects.

For more detailed information about NEPA, please see the *CDOT Environmental Stewardship Guide* (<http://www.coloradodot.info/programs/environmental/resources/guidance-standards/esguide5-12-05prepress.pdf/view>) and the *CDOT NEPA Manual* (<http://www.coloradodot.info/programs/environmental/nepa-program/nepa-manual>).

If you have additional questions concerning NEPA, please contact Jane Hann, Environmental Programs Branch Manager, at (303) 757-9630 or [Jane.Hann@state.co.us](mailto:Jane.Hann@state.co.us).

# Regional Planning & Environmental Managers



Data Source: CDOT 2005

These boundaries will change July 1, 2013

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## Chapter 5: Engineering and Maintenance

Over 3,300 Department employees are located within six geographic regions of the state. These semi-autonomous operating entities perform design, construction and maintenance functions, implementing CDOT's mission on a daily basis.

- **CDOT Regions.**
- **Maintenance Program.**
- **Traffic Engineering Program.**
- **Safety Program.**

### In This Chapter

***CDOT divides the state into regions.  
These regions help to decentralize functions and  
maximize contact with the local communities.***



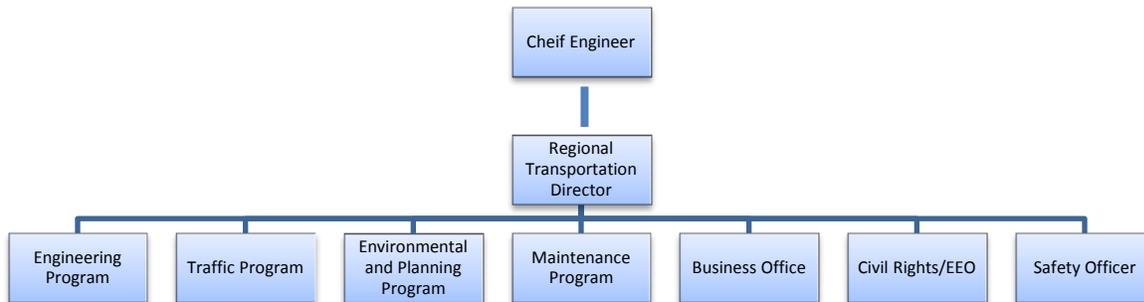
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## CDOT Regions

Each CDOT region is led by a Regional Transportation Director (RTD), who reports to the Chief Engineer and is responsible for implementing the Department's goals and managing all activities within the geographic area. While there are some slight differences in how each of CDOT's engineering regions are organized, they all have the same basic structure (depicted on the page 60). Below is a general description of the functional areas that report directly to the RTD:

- **Project Engineering.** Each region has one to three engineering units headed by a Program Engineer. These units are responsible for the design, construction, inspection and management of all construction projects completed within their region. Program Engineers rely on engineers and technicians assigned to engineering residencies to complete these activities. Program Engineers also oversee one or more specialty areas that support the administration of construction projects, such as survey, right-of-way, materials and hydraulics. The engineering program also supports federally funded local agency transportation projects.
- **Maintenance.** Each region has one to two Maintenance Superintendents who direct the maintenance services provided by the maintenance patrols for the region. Maintenance Superintendents plan, budget, and execute scheduled and reactive maintenance operations. Local patrols maintain those portions of the state highways and the bridges that are within their geographical area including necessary winter maintenance.
- **Traffic.** This program is responsible for the design, installation, maintenance, and as appropriate, the operation of traffic signal, traffic signs, pavement markings and other safety devices on the roadways within the region.
- **Planning and Environment.** The Department coordinates local planning partners in the decision-making process for allocating scarce CDOT resources and developing the statewide plan. This program oversees the environmental review performed on all projects and assists construction and maintenance personnel in meeting CDOT's environmental stewardship commitments.
- **Business Office.** The business office establishes and tracks the region's budgets and expenditures for projects and operations. They also provide quality assurance reviews of payments and purchases done by regional staff.
- **Civil Rights/EEO.** The civil rights/EEO manager assists the RTD in personnel matters that are inherent to their management role. They also set Disadvantaged Business Enterprise project goals, support DBE subcontractors, and review contract compliance.
- **Safety Officer.** The safety officer is the ombudsperson for safety in the region, developing region-specific action plans to improve employee safety performance. They audit work sites, provide safety training, do job hazard assessments, and seek employee input on what can be done to improve safety.

## *Regional Organization Chart*



This decentralized approach maximizes contact with local partners and the general public. Each region's RTD serves as a member of the statewide executive management team and assists in policy development for the Department.

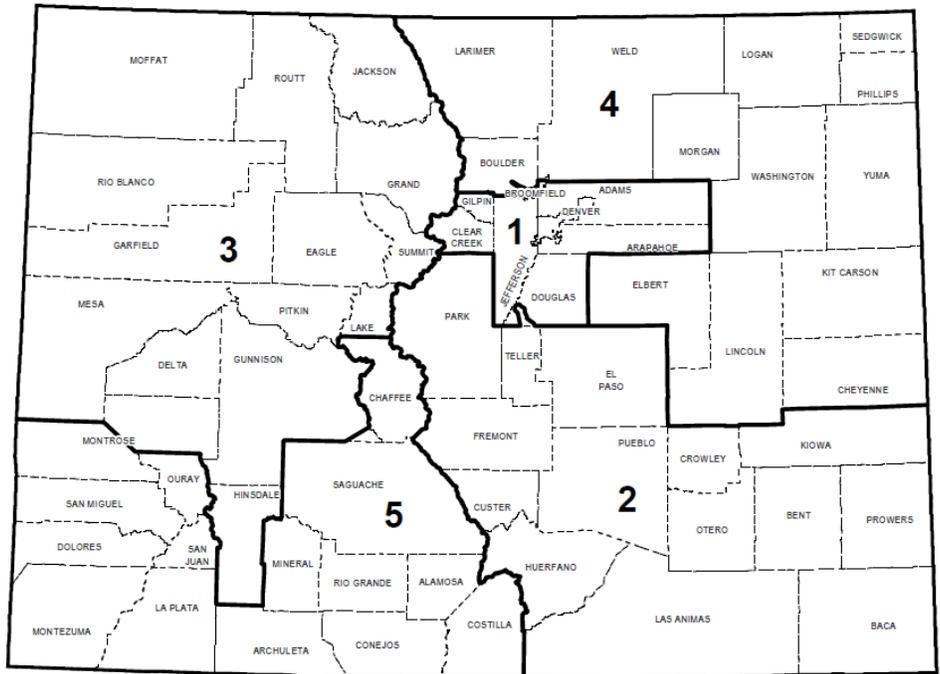
For more information about CDOT's region offices, please contact the appropriate RTD listed on the next page.

## **New Region Boundaries**

As mentioned in Chapter 2, in the "What's New at CDOT" section (see page 20). CDOT will reduce the number of engineering regions from 6 to 5 effective July 1, 2013. The new regions are based mainly on county boundaries. The major changes to the old boundaries are:

- Region 6 and a portion of Region 1 will be combined into a new region and will include:
  - All of Adams, Arapahoe, Clear Creek, Denver, Douglas, Gilpin and Jefferson counties.
  - The majority of Broomfield County with the exception of a small portion north of SH 7, which will remain in Region 4.
  - The US 36 corridor between I-25 and Baseline Road in Boulder
  - The Eisenhower Johnson Memorial Tunnel
- Summit County will move from Region 1 to Region 3
- All engineering and maintenance in Park County will move to Region 2
- All of Cheyenne, Elbert, Kit Carson and Lincoln counties will move from Region 1 to Region 4.

## Regional Transportation Directors (RTDs)



These boundaries will be effective July 1, 2013

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## Maintenance Program

CDOT's maintenance program is designed to protect the state's largest capital investment: infrastructure. The Department currently maintains over 23,000 lane miles of road, 3,754 bridges, 1,700 miles of guardrail, 6,000 miles of ditches, 1,800 signalized intersections and 180,000 signs across the state.

Examples of CDOT maintenance activities include:

- Patching and pothole repair
- Sealing of pavement cracks and joints
- Cleaning drainage structures and maintaining stream beds
- Maintaining roadway signs and lighting
- Picking up litter and sweeping road surfaces
- Painting bridges
- Snow plowing, snow and sand removal and ice control

This preservation effort is vital to the integrity of the infrastructure and is an imperative component of highway safety for the traveling public.

### Shared Maintenance Responsibility

The state shares maintenance responsibilities for state highways with local governments. The most general statute on maintenance responsibilities for state highways is § 43-2-102, C.R.S., which provides that CDOT shall "construct and maintain all roads comprising the state highway system." However, § 43-2-135(1)(e) provides that cities and counties shall, at their own expense, provide street illumination and clean all streets, including storm sewer inlets and catch basins, which are a part of the state highway system.

The statute (§ 43-2-103) also allows CDOT to enter into a contract with a city or county regarding maintenance or construction of state highways, allowing local governments to provide a higher level of maintenance services for residents than the state could provide. For state highways within local jurisdictions that do not have specific maintenance agreements, CDOT maintains the roads as required, relying on Department maintenance policies while cities and counties provide those services delineated in statute.

## Maintenance Levels of Service

While maintenance work by nature is somewhat reactive, Department personnel strive to provide statewide consistency in the level of service experienced by the traveling public.

The Maintenance Levels Of Service (MLOS) system include an annual physical rating to observe physical conditions for approximately 50 system items. The measured items are then categorized into nine maintenance program areas listed below. These calculations result in five service levels which use a grading scale of A through F, with A being the very best MLOS and F being the worst.

The ratings for each program area are then applied as the base level to a modeling system that identifies the budget requirements necessary that reach changes to target the level of service goals. This performance budgeting program provides the Transportation Commission with the necessary cost/benefit analysis to allow prioritization of a level effort and related funding to all major program areas.

### *Level of Service*

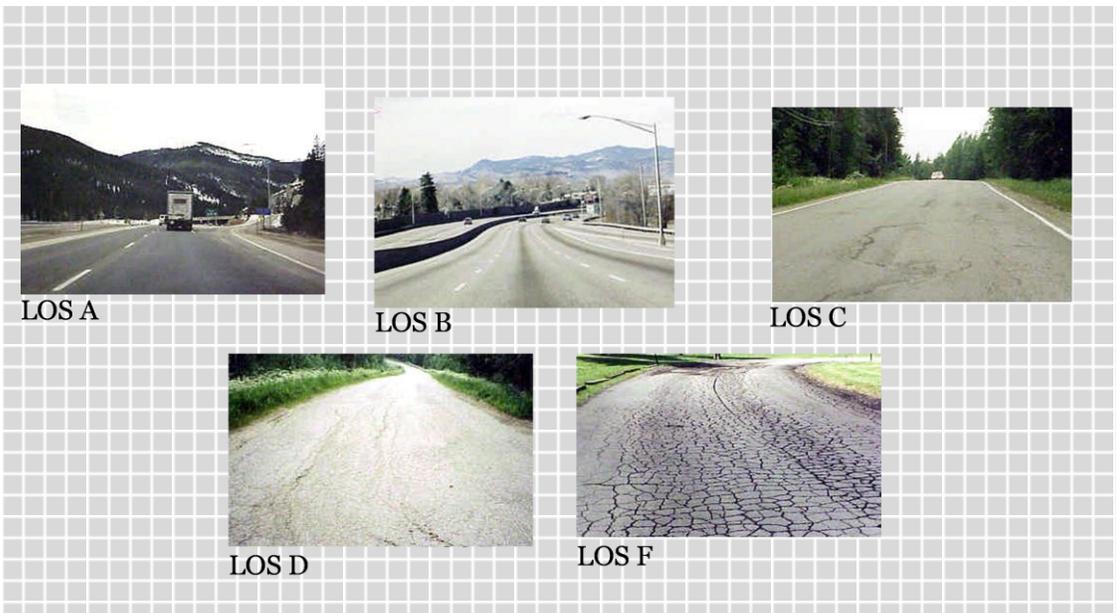
	FY '12 Actuals	FY '13 Estimate
Maintenance Program Areas	Commission LOS Goals with Available Revenue	Actual Performance
Planning, Scheduling, Inspection & Training	C	C
Roadway Surface	B	B+
Roadway Facilities	B+	C
Roadside Appearance	B	C
Traffic Services	C+	C
Bridge	C+	C+
Snow and Ice	B	B
Buildings, Grounds, Rest Areas and Equipment	B-	C
Major Tunnels	C+	C+

*Source: CDOT Staff Maintenance*



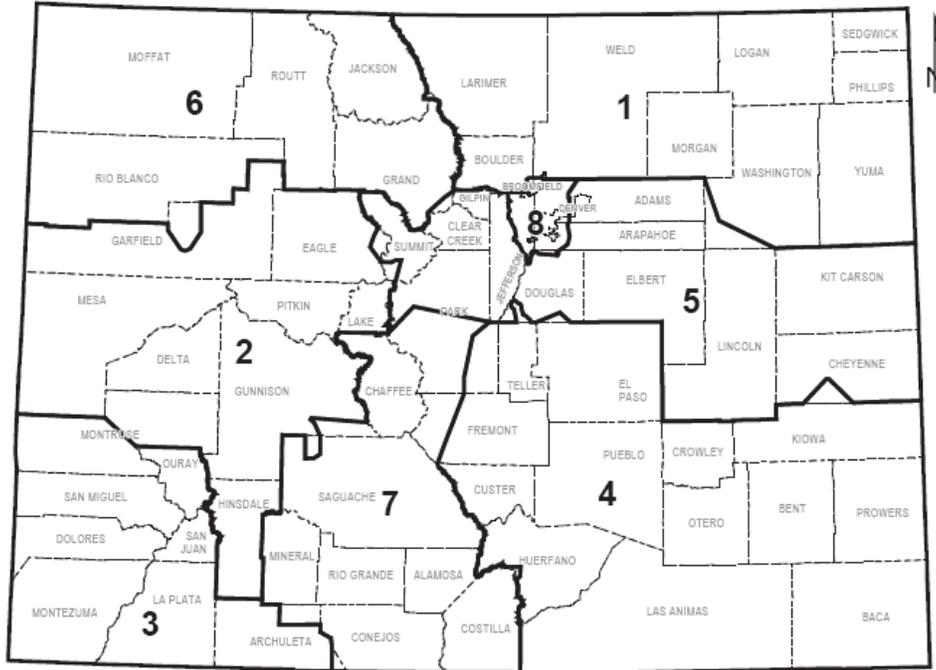
CDOT's ability to maintain the infrastructure at acceptable levels has declined. The state currently has 86 bridges that are rated poor; over half of the road surface is in poor condition; and 34% of the roads are in such poor shape that complete reconstruction is the most cost-effective solution. . As noted in the budget and funding chapter, while the Transportation Commission has made system quality the top priority for resources, limited dollars have resulted in declining levels of service. Difficult choices lie ahead as the Department will need to decide what infrastructure elements will be maintained in the future and at what level given current revenues.

**Example: Roadway Service Maintenance Program Area**



# Maintenance Superintendents

## CDOT Maintenance Sections



Data Source: CDOT 2008

Published: June 2009

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## Traffic Engineering Program

The mission of CDOT's traffic engineering program is to reduce the incidence and severity of motor vehicle crashes and improve the mobility of traffic through the use of safety and traffic engineering. The statewide staff traffic program is responsible for several functions, including:

- Providing statewide guidance and consistency on safety and traffic engineering techniques.
- Providing standard plans and traffic control specifications for construction and maintenance work.
- Conducting speed and school zone studies, traffic engineering investigations, and safety assessments.
- Compiling traffic data and analysis.

Traffic engineering at the regional level is responsible for the design, installation, maintenance, and (as appropriate) the operation of traffic signals, traffic signs, pavement markings and other safety devices on the roadways within the region. The traffic engineering program also processes all applications for state highway access, and is usually assigned the responsibility for agency coordination on local projects funded with federal aid.

Please contact your appropriate regional traffic engineer referenced on page 68 for questions about specific projects or concerns.

## Safety Programs

The most important thing we do for the public is help get them to their destination safely and efficiently. We achieve this by engineering safety into the state's transportation system in many ways. Every CDOT project is studied for safety improvements. CDOT also administers federal and state safety funding to address specific safety concerns, such as school zones, wildlife, intersections, curves, speed, and weather.

Pedestrian safety on state highways is another issue of importance because of the obvious differences in travel patterns and potential for serious injury when conflicts occur. CDOT attempts to balance the needs of all users of the facility and make the best accommodation possible. Options available to enhance pedestrian safety include appropriate signing and pavement markings, pedestrian signals, lighting, behavioral education projects and establishing "safe walking routes" and school zones. For further detail on pedestrian safety on the state highway system, please contact your regional traffic engineer located on page 68.

## **Speed Limits**

Before raising or lowering speed limits, state law requires that all road authorities conduct a traffic engineering study in accordance with the federal *Manual on Uniform Traffic Control Devices* (MUTCD). The federal guidance notes that all speed limits should be established through an engineering investigation, which examines the 85th percentile speed along with roadway factors such as road shoulder conditions, grade, alignment, and sight distance. Once a traffic engineering study is completed, CDOT's traffic engineers analyze the traffic investigation figures to determine a realistic speed limit. For further information, contact Mat Flores at (303) 757-9654 or [Mat.Flores@state.co.us](mailto:Mat.Flores@state.co.us).

## **Signals**

Traffic signals on state highways are the responsibility of the CDOT regional traffic offices. When a traffic engineer receives a call with a request to change the timing of a signal they conduct an assessment of the operation of the signal and field conditions and make changes as necessary.

Occasionally, signals do malfunction, and field repair is necessary. More often though, traffic patterns change at signals requiring CDOT personnel to make minor field timing adjustments or significant corridor timing plan updates. Signal timing plans are reviewed regularly to keep up with changing traffic conditions. Signals on state highways in incorporated limits, even though still under the legal responsibility of CDOT, are often maintained and operated by local jurisdictions under contract with CDOT.

## **Access Control Plans**

Colorado's access management program seeks to balance development and business needs with the mobility and safety of the travelling public. An access management study and a review of access traffic movements are needed for any new access points along a state or interstate highway. These studies ensure the best placement and design of access points to the transportation system that minimize crashes related to access issues, ensure the most efficient flow of traffic, improve roadway capacity, and maintain the functional integrity of the public highway system.

## **Signing and Pavement Marking**

The design, size, type and location of signs and pavement markings found along state and federal highways are governed by the federal *Manual on Uniform Traffic Control Devices* (MUTCD) and CDOT's *Guide Signing Practices and Procedures* manual. Signs identifying the location of museums and National Historic Districts may also be erected in the rights-of-way (ROW) under guidance of the manuals listed above.

## Specific Information Signs (LOGO) & Tourist Oriented Directional Signs (TODS)

Under state and federal law, CDOT issues permits approving specific information signs (LOGO) on interstates, freeways and expressways, and tourist-oriented directional signs (TODS) on non-interstate highways. Both types of guide signs must meet specific state and federal requirements, and in the case of TODS, local requirements.

LOGO signs provide identification and directional information to the traveling public for eligible businesses offering gas, food, lodging, camping, 24-hour pharmacies and tourist attractions near interstates, freeways and expressways. TODS provide business identification and directional information for tourist-oriented activities along non-interstate highways. Rules have been established to govern the sign programs pursuant to statute.

An eligible business must apply for a permit to display a LOGO or TODS plaque on a CDOT sign structure. CDOT reviews the application and determines eligibility under the FHWA Manual on Uniform Traffic Control Devices and the CDOT Sign Design Manual. Program fees are based on average daily traffic in both sign programs.

Additional information on the LOGO and TODS Sign Programs may be found online at: [http://www.coloradodot.info/programs/logos\\_tods.html](http://www.coloradodot.info/programs/logos_tods.html) or by contacting CDOT's Program Manager directly at (303) 757-9273.

### Roadside Advertising

Pursuant to state and federal law, CDOT is required to provide effective control of outdoor advertising devices adjacent to state highways in accordance with the Highway Beautification Act of 1965. CDOT outdoor advertising permits are required to display off-premise advertising adjacent to state highways. CDOT determines eligibility, issues permits and oversees all outdoor advertising devices. Additional information on the Outdoor Advertising Sign Program may be found online at: [http://www.coloradodot.info/programs/logos\\_tods.html](http://www.coloradodot.info/programs/logos_tods.html), or by contacting CDOT's Program Manager directly at (303) 757-9273.

Jerry Miller, CDOT's Outdoor Advertising Program Manager directly with additional questions at (303) 757-9273 or by e-mail at [Jerry.Miller@state.co.us](mailto:Jerry.Miller@state.co.us).

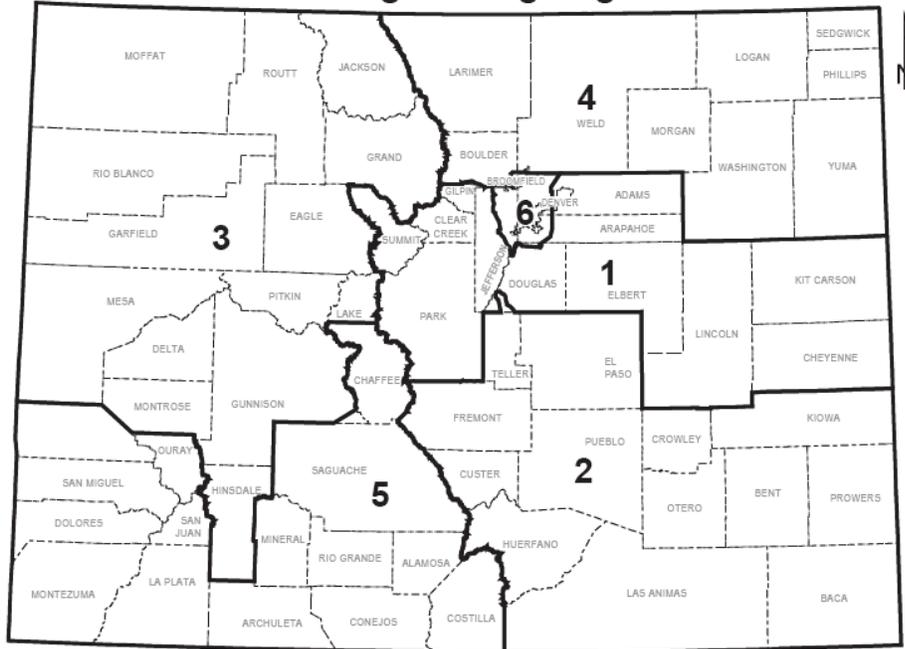


LOGO Sign on Interstate

TODS Sign on state highway

# Traffic Engineers

## CDOT Engineering Regions



Data Source: CDOT 2005

Published: May 2006

These boundaries will change July 1, 2013

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## Safety Program

The Office of Transportation Safety is responsible for developing and implementing the state's Highway Safety Program. Colorado has been successful at reducing its traffic fatality rate in recent years. As of 2007, Colorado had the 13<sup>th</sup> lowest traffic fatality rate among all states, a significant improvement from its 29th ranking in 2000. In Colorado, the rate of fatal traffic accidents has declined from 1.63 fatalities per 100 million VMT in Calendar Year 2000 to 1.14 in 2007, a 30 percent reduction. During that same time period, the national traffic fatality rate fell from 1.53 to 1.36 fatalities per 100 million VMT, an 11 percent decline.

The primary goal of the Highway Safety program is to further reduce traffic crashes, fatalities, and injuries in Colorado through the coordinated efforts of state and local agencies, groups, coalitions, and organizations. Programs such as The Heat is On, Click-It or Ticket, and Car Seats Colorado rely on community-based education and training, enforcement, and media outreach to reduce alcohol-related traffic deaths, increase adult seat belt use, car seat and seat belt use for children; and reduce teen driving deaths.

Seatbelt use continues at a steady, high rate, and CDOT is on track to reach its 2010 goal of 85% compliance statewide. Overall, rural seat belt use continues to increase. 2009 saw rural seat belt use in the eastern plains surpass the western slope for the first time since 2009. Seat belt use by children aged 5-15 rose from 69.7% to 73.7% – a 4% increase in two years. Statewide teen seat belt use in 2009 rose to an all-time high of 80.6%. This represents a 7.7% increase from the 2007 rate of 72.9%.

The Office of Transportation Safety also administers the Colorado Department of Transportation employee safety program and its homeland security and emergency management functions including planning, training, and exercising CDOT employees in preparation for large-scale emergencies and disasters.

For more information contact Darrell Lingk, Office of Transportation Safety Manager at 303-757-9465 or [Darrell.Lingk@state.co.us](mailto:Darrell.Lingk@state.co.us).

***Did You Know...? Federal grants fund programs to improve hazardous intersections.***



## Chapter 6: Operations Division

CDOT, like most state DOT's, has traditionally focused on construction and maintenance activities. With reduced funding levels available for system expansion and the increased need to get the most out of the existing system, CDOT is implementing an organizational change to better address operations and management of the system with the creation of a Division of Operations and the hiring of a Director to lead the new Division.

- **Background.**
- **Operations Division Objective.**

### **In This Chapter**

## Background

During a time when construction dollars are stagnant and the ability to construct large scale capacity-projects is becoming more and more challenging nationwide, DOT's must be more economical, efficient, and effective with limited resources. Implementing low-cost high-value improvements can provide tremendous benefit to the system and demonstrate state government's ability to be good stewards of taxpayer dollars.

These operational improvements focus on getting more out of the existing system and maximizing traffic through-put. A multitude of strategies can be utilized to target issues that cause congestion to minimize their impact thereby allowing the system to operate at the highest capability. Typically, the congestion these improvements are targeting can be grouped into two types – recurring and non-recurring congestion. Recurring congestion is the daily, predictable congestion due to consistent events such as what is seen in metro areas with daily commuting or on I-70 on weekends due to recreation in the mountains. Non-recurring congestion is the unplanned, unpredicted congestion due to incidents like weather, crashes, and events. More than half of congestion can be attributed to these non-recurring events. Even though these incidents may occur infrequently, their impact is significant when they do occur.

CDOT currently uses many techniques used nationwide to control and reduce congestion of both types. Examples of these strategies include: traffic signal timing, ramp metering, alternative intersection and interchange designs; traffic incident management planning; travel time information; variable speed limits, traffic metering; HOV and managed lanes; truck management and parking, and so on. While CDOT is utilizing these strategies throughout the state, what is missing is a more holistic implementation of these techniques

## Operations Division Objective

This holistic approach is the charge of CDOT's new Operations Division. Under the leadership of its new Director, Ryan Rice, the Operations Division will build a team and develop policies and programs to emphasize and integrate operations into CDOT's daily business. Currently many of the above techniques are being implemented throughout the Department on a fragmented basis. Having a champion to unify these tactics, provide a vision and work together with other key stakeholders, will further CDOT's efforts to improving the state's transportation system. As Director of Operations, one of the first tasks will be to assess CDOT's current resources for operations, human and capital, and develop a plan for structuring the division.

Ryan comes to CDOT directly from the US Marines where he served as an Officer for the past seven years. He was deployed for two tours in Iraq where he was responsible for real-time traffic operations and traffic control points where consequences for traffic failures were severe. He proactively and continuously examined methods for effectiveness where he developed a strong foundation of skills in managing traffic operations. Ryan also received his MBA in 2012 which rounds out his experience with this focus in business acumen.

Ryan Rice is the Director of the Operations Division and can be reached at (303) 757-9656 or [Ryan.Rice@state.co.us](mailto:Ryan.Rice@state.co.us).

## Chapter 7: Doing Business with CDOT

The Colorado Department of Transportation engages in numerous business related activities. The following chapter offers vital information about how the Department conducts business, from acquiring goods and services, to providing guidance to small businesses, contracting and intergovernmental agreements.

**Procurement.**

**Center for Equal Opportunity.**

**Agreements.**

**Civil Rights & Business Resource Center.**

**In This Chapter**

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## Procurement

The Center for Procurement and Contract Services is a part of the Division of Human Resources and Administration and provides the infrastructure for the acquisition of goods and services in support of CDOT's overall mission and values.

*CDOT's three major buying and contracting units:*

### Center for Procurement and Contract Services

Day to day operations and  
maintenance goods and  
services

### Agreements

Highway construction  
and design

### Property Management

Building  
construction and  
design

## Center for Procurement and Contract Services

Vendors who want to sell goods and services to CDOT should register on the Bid Information and Distribution System (BIDS) website. All competitive purchases conducted by CDOT and other state agencies, institutions, and colleges are completed thru this system. There is an annual registration fee of \$40, payable to the State of Colorado. For more information visit: [www.bidscolorado.com](http://www.bidscolorado.com).

CDOT utilizes the State of Colorado's purchasing department's price agreements whenever possible. When goods and services are needed and they are not on the state price agreements, CDOT will issue its own Invitation for Bids, Documented Quotes and Request for Proposals – thru the BIDS system. Below are examples of goods and services that the Center for Procurement and Contract Services might purchase directly:

- Aircraft/aerospace supplies & equipment
- Art/graphics/drafting/engineering supplies/equipment
- Asphalt
- Building maintenance services
- Clothing and uniforms
- Computer programming & consulting services
- Concrete
- Consulting – organization, management, research
- Grounds maintenance & landscaping equipment
- Ice and snow removal materials and supplies
- Laboratory & scientific services/analysis/testing
- Road/bridge materials & equipment
- Tools
- Training Services

Robert Corman is CDOT's Procurement and Contract Services Manager and can be reached at (303) 512-4523 or [Robert.Corman@state.co.us](mailto:Robert.Corman@state.co.us).

## Intergovernmental Agreements (IGAs)

IGAs are required any time CDOT or a local agency (public/private) are spending funds or providing goods/services for either party. This legal agreement defines the project scope, identifies roles and responsibilities, details funding amounts, encumber project funds and payment obligations. The Center for Procurement and Contract Services creates and processes IGAs for CDOT, with support from each region. The State Controller and Attorney General allow CDOT to use boilerplate IGA language to expedite the IGA process between local agencies and the Department. Once an IGA is executed, a notice to proceed is issued and the project can begin.

George Strimbu is the Contract Manager and can be reached at (303)757-9235 or at [George.Strimbu@state.co.us](mailto:George.Strimbu@state.co.us).

## Engineering Contracts Unit

CDOT's Engineering Contracts Unit ensures that state and federal-aid highway program funds are effectively and efficiently managed and delivered in accordance with applicable laws, regulations, policies, and consistent with good business practices.

The Engineering Contracts Unit conducts the contracting process for professional services, such as engineers, architects, surveyors and industrial hygienists. This process includes consultant prequalification, issuance of Requests for Proposal, facilitation of the selection process, contract negotiations and contract execution.

Bernie Rasmussen is the Program Manager for the Engineering Contracts Unit and can be reached at (303)757-9400 or [Bernie.Rasmussen@state.co.us](mailto:Bernie.Rasmussen@state.co.us).



## **Civil Rights & Business Resource Center**

In accordance with state and federal civil rights law the Civil Rights & Business Resource Center (CRBRC) promotes and maintains a qualified, diverse and respectful CDOT and contractor workforce, promotes equal access to transportation improvements, maintenance and systems for Colorado residents, and promotes and maintains equal opportunity for small and underutilized highway construction contractors and consultants

The Civil Rights & Business Resource Center implements and administers statewide initiatives to help ensure its overall mission is achieved.

## **The DBE Program**

The U.S. Department of Transportation (USDOT) has a policy of helping small businesses owned by socially and economically disadvantaged individuals, including minorities and women, to participate in contracting opportunities through Disadvantaged Business Enterprise (DBE) programs. In order for small disadvantaged firms to participate in CDOT's DBE Program, they must apply for and receive certification as a DBE. The groups that are presumed to be socially disadvantaged are African American, Asian American, Native American, Hispanic and women. People not falling into one of those groups may establish individual proof of their personal, social and economic disadvantage.

## **The ESB Program**

The Emerging Small Business Program (ESB) is a race-neutral program designed to aid small companies in procuring work on CDOT's highway construction and design projects. The program is intended to assist emerging small businesses to gain knowledge, experience and resources needed to successfully compete for highway construction, design and research contracts.

## **The Connect2DOT Program**

Connect2DOT, a statewide technical assistance program for Colorado small businesses interested in transportation related services, was formed in 2012 through a strategic partnership between CDOT and the Colorado Small Business Development Centers Network (CSBDC). Through this program business owners will be able to more effectively compete for CDOT transportation-related contacts.

Through this program, businesses have the ability to:

- View and/or print CDOT Plans
- Receive training on virtual CDOT plans room and Small Business Network accounts (apply for free CDOT-sponsored account)

- Schedule and receive CDOT sponsored one-on-one counseling services
- Participate in CDOT training, orientation and outreach sessions
- Receive certification assistance (USDOT DBE, CDOT ESB)
- Receive ongoing statewide input on supportive service priorities

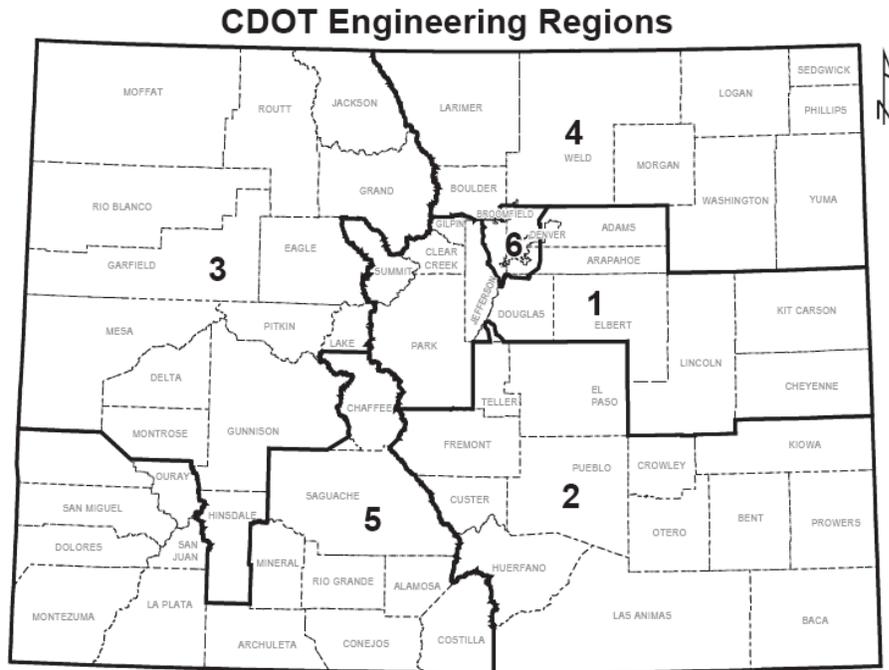
## **Workforce Development Programs**

The Civil Rights & Business Resource Center implements workforce development programs to increase opportunities for careers in highway design and construction. With contractors, CDOT implements the On-the-Job Training Program to increase the employment of minorities and women in the highway construction industry and to develop full journey workers in the trades. In addition to on-the-job training, CDOT utilizes the supportive service funds it receives from the Federal Highway Administration (FHWA) and the Transportation Commission to support entry level training for labor trades and crafts careers in highway construction.

Colorado youth are introduced to career opportunities in transportation through Construction Career Days and the Summer Transportation Institute. These programs are sponsored by CDOT, FHWA, Colorado State University-Pueblo and the construction industry.



# Civil Rights Managers



Data Source: CDOT 2005

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These boundaries will change July 1, 2013

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# GLOSSARY OF TERMS

### **4P Process (Project Priority Planning Process)**

A hearing process held with the boards of county Commissioners in all 64 counties in Colorado generally once every two years to discuss regional transportation priorities that update the plan.

### **7<sup>th</sup> Pot**

A program of 28 statewide strategic priority transportation projects identified by the Transportation Commission and financed through Senate Bill 97-001 (*repealed*) funds and TRANS Bonds.

### **1601 Procedural Directive**

Established by the Transportation Commission for the approval of new interchanges and major modifications to existing interchanges on the state highway and interstate system.

### **Agency Coordination**

A process followed to involve other federal, state, and/or local agencies in the decision-making process for plans, programs, and projects.

### **Alignment**

The horizontal and vertical location of the centerline on a proposed or existing highway.

### **Alternatives**

Potential solutions to a transportation problem. Alternatives may consist of different alignments, lane configurations, types of access control, or transportation modes and strategies.

### **Appropriations**

An annual process to fund authorized projects within the federal transportation authorization bill by Congress.

### **Arterial Street**

A class of street serving major traffic movements for travel between major points.

### **Attainment Area**

An area considered to have air quality that meets or exceeds the U.S. Environmental Protection Agency (EPA) health standards used in the Clean Air Act.

### **Authorization**

Congress must give permission for federal funds to be expended from the Highway Trust Fund; transportation authorization is the means by which this permission is granted. Each transportation authorization bill establishes transportation policy, defines programs, outlines areas of emphasis for spending, and authorizes funding to the states.

### **Capacity**

A transportation facility's ability to accommodate a moving flow of vehicles in a given time period.

### **Categorical Exclusion (Cat Ex)**

A classification under the National Environmental Policy Act (NEPA) of actions that have been determined not to have a significant effect on the environment, either individually or cumulatively.

**Conformity**

The requirement for transportation plans, programs, and projects to be consistent with the local and state air quality plans.

**Congestion Mitigation and Air Quality Improvement Program (CMAQ)**

A categorical federal-aid program, which directs funding to projects that contribute to meeting national air quality standards.

**Control Totals**

Resource allocations geographically distributed to the CDOT engineering regions are referred to as control totals.

**Corridor**

A linear route or geographic area that accommodates travel or potential travel.

**Design**

The process by which engineering plans, estimates, and specifications for a transportation project are developed.

**Design-Build**

Design-Build is an alternative delivery strategy where design and construction services are included in a single contract. The design-build method requires construction firms to team with consultant design firms to work together to design and construct improvements shifting responsibility to parties who can best manage the processes and outcomes.

**Design Phase**

The project development phase from the time a project has been cleared and authorized by an environmental document to the start of construction.

**Draft Environmental Impact Statement (DEIS)**

Prior to the completion of an Environmental Impact Statement (EIS) a DEIS is presented publicly prior to determination of a final preferred alternative.

**Environmental Impact Statement (EIS)**

The process of developing detailed environmental document required by the National Environmental Policy Act (NEPA) when an agency proposes an action that is likely to significantly affect the environment. The EIS includes a discussion of purpose and need, alternatives, environmental conditions and effects, and public involvement activities. The document is completed as a draft and presented to the public before a final preferred alternative is determined.

**Earmarks**

An earmark is most commonly referred to as a specific high priority project identified by Congress with a specific dollar amount attached for funding.

**Environmental Assessment (EA)**

Prepared for actions in which the significance of the environmental impact is not clearly established. Includes a brief discussion of the need for a proposed action, potential alternatives, and the environmental impacts of the proposed action.

**Environmental Justice (EJ)**

The Environmental Protection Agency describes Environmental Justice as “the fair treatment and meaningful involvement of all people regardless of race, color, national origin or income with respect to the development, implementation, and enforcement of environmental laws, regulations and policies.”

**Environmental Protection Agency (EPA)**

The federal agency responsible for regulating and enforcing federal environmental laws including the Clean Air Act, the Clean Water Act, and the Endangered Species Act among others.

**Federal Highway Administration (FHWA)**

A branch of the U.S. Department of Transportation that administers the Federal-aid Highway Program, which provides funding to states to construct and improve highways, bridges, and urban and rural roads.

**Federal Transit Administration (FTA)**

A division of the U.S. Department of Transportation that assists communities in developing and improving mass transportation.

**Final Environmental Impact Statement (FEIS)**

A detailed statement on the significant impacts on the environment required by the National Environmental Policy Act. It contains the same supporting information required by the Draft EIS (DEIS) with appropriate revisions to reflect comments received from circulation of the DEIS and the public hearing process.

**Financial Planning**

The process of defining and evaluating funding sources and determining how to allocate the funds.

**Financial Programming**

A commitment of funds to specific projects.

**Finding of No Significant Impacts (FONSI)**

A document by a federal agency, such as FHWA, prepared after completing an Environmental Assessment (EA) when it is determined the action will not have a significant impact on the human environment, and for which an Environmental Impact Statement (EIS) is not needed. The FONSI authorizes a project for design.

**Fiscally-Constrained**

A program or plan that is budgeted within the amount that CDOT can reasonably expect to receive in funding allocation.

**Geographic Information System (GIS)**

Computerized data management system designed to capture, store, retrieve, analyze, and display geographically referenced information.

**High-Occupancy Toll (HOT) Lanes**

Single-occupancy vehicles are allowed to travel in HOT Lanes by paying a variable toll based on the amount of congestion on the general purpose lanes. Usually as congestion on the general purpose lanes increase, more single-occupancy vehicles use the HOT Lanes causing the tolls to go up in order to keep the HOT Lanes congestion free.

**High-Occupancy Vehicle (HOV) Lanes**

Lanes specifically designated for vehicles carrying two or more people and motorcycles. These vehicles are allowed to travel for free or reduced cost in these lanes

**Highway Trust Fund (HTF)**

The federal Highway Trust Fund (HTF) is a financing mechanism established by law to account for tax receipts that are collected by the federal government for transportation needs and is funded primarily by a federal fuel tax.

**Highway Users Tax Fund (HUTF)**

The major source of revenue for CDOT is the Colorado Highway Users Tax Fund (HUTF), which is funded through Colorado's motor fuel tax, motor vehicle registrations and other fees.

**Intelligent Transportation System (ITS)**

The application of advanced technologies to improve the efficiency and safety of transportation systems.

**Intermodal**

Connections and the ability to connect between modes of transportation.

**Investment Category**

The Transportation Commission utilizes a resource allocation system following four major investment categories: Safety, System Quality, Mobility, and Program Delivery.

**ISTEA**

The Intermodal Surface Transportation Efficiency Act (ISTEA) was the six-year federal transportation authorization bill enacted by Congress in 1991. This law was reauthorized in 1998 with the passage of the Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21) and subsequently in 2005 with the passage of the Safe, Accountable, Flexible, Efficient, Transportation Act: A Legacy for Users (SAFETEA-LU).

**Long-Range Transportation Plan (LRTP)**

A document resulting from regional and statewide collaboration prioritizing Colorado's transportation needs over the next 20-years. All 15 TPRs and the state create long range transportation plans. See RTP and Statewide Transportation Plan.

**Managed Toll Lanes**

A lane or lanes along a freeway that have a variable toll based on the amount of congestion on the general purpose lanes. Usually as congestion on the general purpose lanes increase more people use the managed lanes, causing the tolls to go up in order to keep the managed lanes congestion-free.

**MAP-21** Moving Ahead for Progress in the 21st Century was signed into law by President Obama on July 6, 2012. Funding surface transportation programs at over \$105 billion for fiscal years (FY) 2013 and 2014, MAP-21 is the first long-term highway authorization enacted since 2005 and replaces SAFETEA-LU.

**Metropolitan Planning Organization (MPO)**

Regional planning entity responsible for transportation planning in urban areas with populations of 50,000 or more. Coordinates with local governments and CDOT.

**Mitigation**

Action taken to avoid or to minimize adverse environmental impacts.

**Mobility**

The quality and/or level of movement. Involves accessibility to transportation, reliability of the systems and ability of systems to connect to one another.

**Mode**

A specific form of transportation, such as automobile, subway, bus, rail, air, etc.

**Multi-Modal**

Incorporating more than one mode of transportation. i.e.: light rail in conjunction with highway.

**National Environmental Policy Act (NEPA)**

A national law requiring any project using federal funding or requiring federal approval, including transportation projects, to weigh the impacts to the environment on proposed and alternative choices before a decision is made.

**Non-Attainment Area**

A geographic region that the EPA has designated as not meeting national air quality standards.

**Performance Measures**

Indicators used as feedback in CDOT decision-making to determine how well the transportation system is performing.

**Public-Private Partnerships (P3)**

The Colorado General Assembly has given CDOT the authority enters into Public-Private Initiatives (PPIs) and or Partnerships (3P). PPIs/3Ps are joint partnerships that can be formed between a private entity and CDOT to implement transportation projects funded mostly by private dollars.

**Public Hearing**

A public meeting to formally present and gather comments on project alternatives within an Environmental Assessment or Environmental Impact Statement.

**Public Information Meeting**

A meeting to provide information to the public and/or receive input from the public with regard to a proposed action.

**Public Involvement**

The process by which the public is informed, made aware, and involved in the transportation project development process.

**Regional Priority Program (RPP)**

Funds allocated to each CDOT region to be used by that region for capital improvement projects generated from the Transportation Planning Regions. The funds are from the Highway User Tax Fund (HUTF) and the Federal Highway Administration (FHWA), as well as other sources.

**Regional Transportation Plan (RTP)**

Long range transportation plan developed by each of the 15 transportation planning regions.

**Right-of-Way (ROW)**

Real property or interests therein, acquired, dedicated or reserved for the construction, operation, and maintenance of a transportation mode.

## **SAFETEA-LU**

The Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy for Users is a 6-year federal transportation authorization bill signed into law on August 10, 2005. It was replaced by MAP-21.

## **Senate Bill 1 (SB 1 / SB 97-001)**

Senate Bill 1 was a law enacted by the Colorado General Assembly in 1997 to provide additional funding from sales and use tax revenues associated with automobiles and automobile related accessories to fund high priority state transportation projects. This law was superseded in 2009 by SB 09-228.

## **Significant Impact**

An action in which the cumulative primary and secondary effects significantly alter the quality of the human environment. Significance considers the context and intensity of a proposed action.

## **Stakeholders**

Individuals and organizations involved in or affected by the transportation planning process.

## **State Infrastructure Bank (SIB)**

The General Assembly authorized CDOT to establish a State Infrastructure Bank, a low interest revolving loan fund that issues loans and credit assistance to local governments or private entities for capital transportation improvements for highway, transit (bus and/or rail), and aviation projects.

## **Statewide Transportation Plan**

The State of Colorado is required by law to develop a 20+ year Statewide Transportation Plan which incorporates Regional Transportation Plans (RTPs) developed by the state's Transportation Planning Regions (TPRs) and Metropolitan Planning Organizations (MPOs). The 2035 Statewide Transportation Plan- Moving Colorado: Vision for the Future was adopted by the Colorado Transportation Commission in March 2008 and incorporates 15 Regional Transportation Plans. Colorado's five MPOs are required to update their plans every four to five years.

## **Strategic Projects**

This investment category is comprised of 28 high priority Strategic Projects also known as 7<sup>th</sup> Pot Projects. These 28 projects have been selected to address corridors of statewide and regional significance.

## **Statewide Transportation Improvement Program (STIP)**

The long-term 20+ year statewide transportation Plan is implemented by programming priority projects into this short-term, six-year document. Every CDOT project statewide is identified in the STIP.

## **Taxpayer's Bill of Rights (TABOR)**

The Taxpayer's Bill of Rights (TABOR) is a Colorado constitutional amendment mandating that any excess tax revenues collected by the General Assembly above the 1% plus inflation and population formula must be returned to the taxpayer's in the form of a TABOR rebate. TABOR also requires that any proposed increases be forwarded to the Colorado voters for their approval.

## **TEA-21**

The Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21) is the 6-year federal transportation bill authorized in 1998 replacing ISTEA.

## **Transportation Revenue Anticipation Notes (TRANS Bonds)**

In 1999, Colorado voters approved a ballot measure referred to them by the General Assembly to provide a financing mechanism, or Transportation Revenue Anticipation Notes (TRANS), allowing CDOT to issue bonds to accelerate strategic transportation projects.

**Transportation Demand Management (TDM)**

Programs designed to reduce demand for transportation such as the use of transit and of alternative work hours.

**Transportation Improvement Program (TIP)**

Each Metropolitan Planning Organizations (MPO) is required to narrow the RTP into a short-term, prioritized six-year TIP. The TIP is incorporated into the STIP with modification.

**Transportation Management Area (TMA)**

Metropolitan Planning Organizations (MPOs) with a population over 200,000 with more stringent federal requirements.



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## TRANSPORTATION ACRONYM GUIDE

**3P** Public Private Partnership  
**4P** Project Priority Planning Process

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**AASHTO** American Association of State Highway and Transportation Officials  
**ACEC** American Council of Engineering Companies of Colorado  
**ACPA** American Concrete and Paving Association  
**ADA** Americans with Disabilities Act  
**ADT** Average Daily Traffic (7 days)  
**AG** Attorney General  
**APA** American Planning Association  
**APCC** Air Pollution Control Commission  
**APCD** Air Pollution Control Division  
**APTA** American Public Transportation Association  
**ARC** Audit Review Committee  
**ARRA** American Recovery and Reinvestment Act  
**ARTBA** American Road and Transportation Builder Association  
**AWDT** Average Week Day Traffic (5 days)  
**AWOS** Automated Weather Observation System

A

**BAC** Blood Alcohol Level  
**BAMS** Bid Analysis Management System  
**BMP** Best Management Practice  
**BMS** Bridge Management System  
**BOCC** Board of County Commissioners  
**BRT** Bus Rapid Transit  
**BTS** Bureau of Transportation Statistics

B

**CAA** Clean Air Act of 1990  
**CASTA** Colorado Association of State Transit Agencies  
**CBAC** Colorado Bicycle Advisory Board  
**CBD** Central Business District  
**CCA** Colorado Contractors Association  
**CCI** Colorado Counties Incorporated  
**CDC** Construction Development Center  
**CDL** Commercial Drivers License  
**CDOT** Colorado Department of Transportation  
**CDOW** Colorado Division of Parks and Wildlife  
**CDPHE** Colorado Department of Public Health and Environment  
**CE** Categorical Exclusions (or Cat Ex)  
**CFR** Code of Federal Regulations  
**CFR TPR** Central Front Range Transportation Planning Region  
**CHUC** Colorado Highway Users Conference  
**CFLHD** Central Federal Lands Highway Division  
**CIP** Capital Improvement Program  
**CMAQ** Congestion Mitigation and Air Quality Program  
**CMCA** Colorado Motor Carriers Association  
**CML** Colorado Municipal League  
**CMO** Contract Modification Order

C

**CO** Carbon Monoxide  
**COFRS** Colorado Financial Reporting System  
**COG** Council of Governments  
**COP** Certificate of Participation  
**CORIS** Colorado Roadway Information System  
**COSH** Colorado Occupational Safety and Health  
**COSMIX** Colorado Springs Metro Interstate Expansion  
**COTRIP** Colorado Transportation Resource and Information Partnership  
**CRHRS** Colorado Rockfall Hazard Rating System  
**CRS** Colorado Revised Statutes  
**CSP** Colorado State Patrol  
**CTE** Colorado Tolling Enterprise (replaced by HPTE)  
**CTI** Colorado Transportation Institute  
**CVO** Commercial Vehicle Operations

**DBE** Disadvantaged Business Enterprise  
**DEIS** Draft Environmental Impact Statement  
**DIA** Denver International Airport  
**DMS** Dynamic Message Signs  
**DMU** Diesel Multiple Unit  
**DOLA** Department of Local Affairs  
**DORA** Department of Regulatory Affairs  
**DOT** Department of Transportation  
**DRCOG** Denver Regional Council of Governments  
**DTD** Division of Transportation Development within CDOT (Planning)  
**DUI** Driving Under the Influence  
**DUS** Denver Union Station  
**DWAI** Driving While Ability Impaired

**EA** Environmental Assessment  
**ECO** Eagle County Transit  
**EEOC** Equal Employment Opportunity Commission  
**EHS** Emergency Highway System  
**EIS** Environmental Impact Statement  
**EJ** Environmental Justice  
**EJMT** Eisenhower Johnson Memorial Tunnel  
**EMS** Equipment Management System  
**EMT** Executive Management Team (CDOT)  
**EO** Executive Order  
**EOC** Emergency Operations Center  
**EOS** Environmental Overview Study  
**EPA** Environmental Protection Agency  
**ERP** Enterprise Resource Planning  
**ESB** Emerging Small Business  
**ETPR** Eastern Transportation Planning Region

**FAA** Federal Aviation Administration  
**FAI** Federal Aid Interstate  
**FAP** Federal Aid Primary (old—prior to 1991 National Highway System)  
**FAS** Federal Aid Secondary (prior to 1991 Surface Transportation Program)  
**FASTER** Funding Advancements for Surface Transportation and Economic Recovery|Senate Bill 09-108  
**FasTracks** 2004 RTD Ballot Initiative  
**FCP** Federally Coordinated Program (of highway research and development)

**D**

**E**

**F**

**FEIS** Final Environmental Impact Statement  
**FEMA** Federal Emergency Management Agency  
**FHP** Forest Highway Program  
**FHPM** Federal Highway Program Manual  
**FHWA** Federal Highway Administration  
**FMCS** Fleet Management and Control Systems  
**FMTS** Freeway Metering  
**FONSI** Finding of No Significant Impact  
**FRA** Federal Railroad Administration  
**FTA** Federal Transit Administration  
**FTE** Full Time Employee  
**FY** Fiscal Year

**GDL** Graduated Driver Licensing Law of 1999  
**GFE** Good Faith Effort  
**GHSA** Governors Highway Safety Association  
**GIS** Geographic Information Systems  
**GOCO** Great Outdoors Colorado (funded through Colorado Lottery money)  
**GUI** Graphical User Interface  
**GVT** Grand Valley Transit  
**GV TPR** Gunnison Valley Transportation Planning Region

G

**HAZMAT** Hazardous Materials  
**HI** Hazard Index  
**HLT** Hanging Lake Tunnel  
**HOT** High-Occupancy Toll  
**HOV** High-Occupancy Vehicle  
**HPTE** High Performance Transportation Enterprise  
**HSR** High Speed Rail  
**HTF** Highway Trust Fund (federal)  
**HUTF** Highway Users Tax Fund (state)

H

**IBTTA** International Bridge Tunnel and Turnpike Association  
**IG** Inspector General (federal)  
**IGA** Intergovernmental Agreement  
**IGS** Interactive Graphics System  
**IHS** Interstate Highway System  
**IM** Interstate Maintenance  
**IMS** Intermodal Management System  
**IM TPR** Intermountain Transportation Planning Region  
**IRIS** Integrated Roadway Information System  
**ISTEA** Intermodal Surface Transportation Efficiency Act of 1991  
**IT** Information Technology  
**ITI** Intelligent Transportation Infrastructure  
**IT-ITS** Information Technology-Intelligent Transportation System Committee  
**ITS** Intelligent Transportation Systems  
**IVHS** Intelligent Vehicle Highway System

I

**JBC** Joint Budget Committee (Colorado General Assembly)  
**JEC** Jefferson Economic Council  
**JEFFTAAG** Jefferson County Transportation Advocacy and Action Group  
**JPO** Joint Program Office (US DOT)

J

**LCAT** Larimer County Area Transit  
**LEAF** Law Enforcement Assistance Fund  
**LEDPA** Least Environmentally Damaging Practicable Alternative  
**LEV** Low Emissions Vehicle  
**LOS** Level of Service  
**LRP** Long-Range Plan  
**LRT** Light Rail Transit  
**LRV** Light Rail Vehicle

## L

**MACC** Metro Area County Commissioners  
**MAP-21** Moving Ahead for Progress in the 21st Century  
**MBE** Minority Business Enterprise  
**MIS** Major Investment Study  
**MLOS** Maintenance Level of Service  
**MMC** Metro Mayors' Caucus  
**MMS** Maintenance Management System  
**MOA** Memorandum of Agreement  
**MOST** Motorcycle Operator's Safety Training Fund  
**MOU** Memorandum of Understanding  
**MPA** Maintenance Program Area  
**MPO** Metropolitan Planning Organization  
**MSA** Metropolitan Statistical Area  
**MTL** Managed Toll Lane  
**MTP** Metropolitan Transportation Plan  
**MVIC** Metro Vision Issues Committee (DRCOG)

## M

**NAA** Non-attainment Area  
**NAAQS** National Ambient Air Quality Standards  
**NACO** National Association of Counties  
**NAFTA** North American Free Trade Agreement (U.S., Mexico, and Canada)  
**NARC** National Association of Regional Councils  
**NCHRP** National Cooperating Highway Research Program  
**NEPA** National Environmental Policy Act of 1969  
**NFR AP&CD** North Front Range Air Pollution & Control District  
**NFRMPO** North Front Range Metropolitan Planning Organization  
**NHI** National Highway Institute  
**NHPP** National Highway Performance Program  
**NHS** National Highway System  
**NHTSA** National Highway Traffic Safety Administration  
**NPRM** Notice of Proposed Rule Making  
**NPS** Non-Project Specific  
**NSIDH** National System of Interstate and Defense Highways  
**NTS** National Transportation System  
**NWCCOG** Northwest Colorado Council of Governments  
**NW TPR** Northwest Transportation Planning Region

## N

**O&D** Origin and Destination (survey)  
**O&M** Operations and Maintenance  
**OFMB** Office of Financial, Management and Budget (CDOT)  
**OIG** Office of the Inspector General  
**OJT** On-the-Job Training

## O

**OSHA** Occupational Safety and Health Association  
**OSPB** Office of State Planning and Budgeting (Governor's Office)  
**OTS** Office of Transportation Safety  
**OTIS** Online Transportation Information System

**PACOG** Pueblo Area Council of Governments  
**PCCP** Portland Cement Concrete Pavement  
**PE** Preliminary Engineering  
**PEIS** Programmatic Environmental Impact Statement  
**PL** Public Law  
**PLH** Public Land Highways  
**PM10** Particulate Matter Less than 10 Micron Size  
**PMP** Pavement Management Program  
**PMS** Pavement Management System  
**PNP** Private Non-Profit  
**POE** Port-of-Entry  
**PPACG** Pikes Peak Area Council of Governments  
**PPI** Public/Private Initiative Program  
**PPPP** Project Priority Programming Process (4P)  
**PPTN** Public Private Transportation Network  
**ProBE** Project Budget & Expenditure Subsystem  
**ProMIS** Program Management Information System  
**PRT** Personal Rapid Transit  
**PS&E** Plans, Specifics, and Estimate  
**PSI** Pavement Serviceability Index  
**PSTS** Project Scheduling Tracking System  
**PTMS** Public Transportation Management System  
**PUC** Public Utilities Commission

## P

**RAQC** Regional Air Quality Council (Denver)  
**RDS** Radio Data System  
**REDDI** Report Every Drunk Driver Immediately  
**RFP** Request for Proposal  
**RFTA** Roaring Fork Transit Authority  
**MMCA** Rocky Mountain Minority Contractors Association  
**ROD** Record of Decision  
**ROW** Right-of-Way  
**RPC** Regional Planning Commission  
**RSL** Remaining Surface Life (of road)  
**RTA** Regional Transportation Authority  
**RTAP** Rural Transit Assistance Program  
**RTD** Regional Transportation District (Denver's mass transit operator)  
**RTD** Regional Transportation Director (CDOT Engineering Region Director)  
**RTMS** Radar Traffic Management System  
**RTP** Regional Transportation Plan  
**RWIS** Road Weather Information System

## R

**SAFETEA-LU** Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy for Users  
**SAP** Manufacturer of CDOT's enterprise resource planning software that manages operational and financial activities of the Department.  
**SC TPR** South Central Transportation Planning Region  
**SEBP** Southeast Business Partnership  
**SE TPR** Southeast Transportation Planning Region

## S

**SH** State Highway  
**SHPO** State Historical Preservation Officer  
**SHRP** Strategic Highway Research Program  
**SIB** State Infrastructure Bank  
**SIP** State Implementation Plan (plan for attaining air quality compliance)  
**SLV TPR** San Luis Valley Transportation Planning Region  
**SMP** State Management Plan  
**SOV** Single-Occupancy Vehicle  
**STAC** Statewide Transportation Advisory Committee  
**STE** Surface Transportation Program- Enhancements  
**STF** Surface Transportation Program- Flexible  
**STIP** State Transportation Improvement Program  
**STM** Surface Transportation Program- Metro  
**STP** Surface Transportation Program  
**STPP** Surface Transportation Policy Project  
**STS** Surface Transportation Program- Safety  
**STU** Surface Transportation Program- Urban  
**SWP** Statewide Plan

**TABOR** Taxpayer's Bill of Rights  
**TAC** Technical Advisory Committee  
**TAFS** Transportation Alternatives Feasibility Study  
**TAP** Transportation Alternatives Program  
**TAZ** Traffic Analysis Zone  
**TC** Transportation Commission (CDOT)  
**TCD** Traffic Control Device  
**TDM** Transportation Demand Management  
**T&E** Threatened and Endangered (Species)  
**TE** Transportation Enhancement  
**TEA-21** Transportation Equity Act for the 21<sup>st</sup> Century  
**TIFIA** Transportation Infrastructure Finance and Innovation Act of 1998  
**TIGER** Transportation Investment Generating Economic Recovery  
**TIP** Transportation Improvement Program  
**TLRC** Transportation Legislation Review Committee  
**TMA** Transportation Management Area  
**TMO** Transportation Management Organization  
**TOC** Traffic Operations Center (CDOT)  
**TOD** Transit-Oriented Development  
**TODS** Tourist Oriented Directional Signs  
**TPL** Total Project Leadership  
**TPR** Transportation Planning Region  
**TRAC** Transportation and Civil Engineering Program  
**TRANS** Transportation Revenue Anticipation Notes  
**TRB** Transportation Research Board  
**T-REX** Transportation Expansion Project in Southeast Denver  
**TRIP** Transportation Resource Information Partnership  
**TSM** Transportation System Management

## T

**UFR TPR** Upper Front Range Transportation Planning Region  
**UGB** Urban Growth Boundary  
**UPWP** Unified Planning Work Program  
**USACE** United States Army Corp of Engineers (also see COE)

## U

**USC** United States Code  
**USDOT** United States Department of Transportation  
**USFS** United States Forest Service

**V/C** Volume Capacity Ratio  
**VMS** Variable Message Sign  
**VMT** Vehicle Miles Traveled  
**VO** Vehicle Occupancy  
**VOC** Volatile Organic Compound  
**VPD** Vehicles Per Day

V

**WASHTO** Western Association of State Highway and Transportation Officials  
**WBE** Women-Owned Business Enterprise  
**WIM** Weigh In Motion  
**WIPP** Waste Isolation Pilot Project  
**WTS** Women in Transportation Seminar

W

